

2021 STRATEGIC PLAN

Coordinating Board for Higher Education Retreat STRATEGIC PLANNING KICKOFF

June 15, 2021

WHILE WE WAIT TO GET STARTED, PLEASE:

1. Make sure you're on mute!
2. Update your screen name to include your name and institution/organization.
3. If you want your own copy of the deck, you can download it at <https://dhewd.mo.gov/strategicplan.php>. Note its length before you hit print.



JOE CORNELISON

Chair

Coordinating Board for
Higher Education

2021 STRATEGIC PLAN

Welcome and Call to Order

2021 STRATEGIC PLAN



ZORA MULLIGAN

Commissioner of
Higher Education

Thanks to the Lumina Foundation



Jimmy Clarke

Senior Director of State Policy
HCM Strategists



Malia Sieve

Senior Director
HCM Strategists



JIMMY CLARKE
Senior Director of
State Policy
HCM Strategists

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**Please Take a
Moment to Respond
to the Poll**



JIMMY CLARKE
Senior Director of
State Policy
HCM Strategists

2021 STRATEGIC PLAN

Poll Results



JIMMY CLARKE
 Senior Director of
 State Policy
 HCM Strategists

2021 STRATEGIC PLAN

AGENDA

8:30-8:40 a.m.	Introduction and Overview
8:40-8:55 a.m.	Executive Priorities Dr. Kayla Hahn, Office of Governor Mike Parson
8:55-9:00 a.m.	Workforce 2030 Priorities Dan Mehan, Missouri Chamber of Commerce and Industry
9:00-9:30 a.m.	Strategic Planning as a Tool for Setting and Achieving Goals Ken Mall, Education Data Systems, Inc. <i>We will have about 5 minutes of Q&A at the conclusion of Mr. Mall's remarks.</i>
9:30-10:15 a.m.	Environmental Scan and Analysis of Strengths Veronica Gielazauskas and Zora Mulligan, DHEWD <i>Board members, feel free to pause the presentation and ask questions at any time. Others, please use the chat.</i> <i>We'll pause at the end of this section to discuss questions and comments received in chat and, if time allows, open the floor for discussion.</i>
10:15-10:30 a.m.	Break



JIMMY CLARKE
Senior Director of
State Policy
HCM Strategists

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AGENDA (CON'T)

10:30-11:00 a.m.

**Reaching Higher in a State of Change:
Indiana's Agenda for Higher Education**

Teresa Lubbers, Commissioner of Higher Education, State of Indiana

We will have about 5 minutes of Q&A at the conclusion of Commissioner Lubbers' remarks.

11:00-11:30 a.m.

Analysis of Weaknesses/Threats

Veronica Gielazauskas and Zora Mulligan, DHEWD

Board members, feel free to pause the presentation and ask questions at any time. Others, please use the chat.

We'll pause at the end of this section to discuss questions and comments received in chat and, if time allows, open the floor for discussion.

11:30 a.m.-12:00 p.m.

Opportunities, Conclusion, and Next Steps



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Commissioner of
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2021 STRATEGIC PLAN

WHY HAVE A PLAN?

**It's proven to be a useful
tool for making
progress toward goals.**



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GENERAL NOTES ON THE FOLLOWING SLIDES:

1. **It's a lot.** We're going to move fast, but we should have time for questions at the end of each section. Please note the page number you want to ask about or discuss so we can get back there quickly. Data slides also list sources, so you can dig in if you want more information.
2. **We use the language our data sources use to identify racial groups.** That means that some slides include different people in different racial groups and some of the language may not be the words members of individual groups use to describe themselves.
3. **We also use the language our data sources use around associate degrees.** That means that sometimes associate degrees aren't included or broken out separately from other categories. We recognize that this gives community colleges short shrift and we apologize that we didn't always have better data sources.



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REP. JERRY BURCH

(D-Nevada)

Legislator, lobbyist, and player/coach on the team that persuaded the legislature and Governor Matt Blunt to change the name of Southwest Missouri State University to Missouri State University in 2005.

After he was not re-elected to the House in 1990, Burch's wife asked him what we was going to do next. Burch said, "Well, I guess I'll lobby. One of the things I know best is process."



REP. KEVIN WILSON

(R-Neosho)

Sponsored HB 1869 (2008), which directed the Revisor of Statutes to replace all references to "junior colleges" with "community colleges" in state law.

"Years ago, junior colleges existed to act as feeder schools to four-year institutions. But today our community colleges are full partners in the educational process of all Missourians. They provide vocational training for high school students, job development training for Missouri businesses, and a full range of educational curriculum for all citizens. They do not deserve to be referred to as a junior college."

-Rep. Kevin Wilson, 2008

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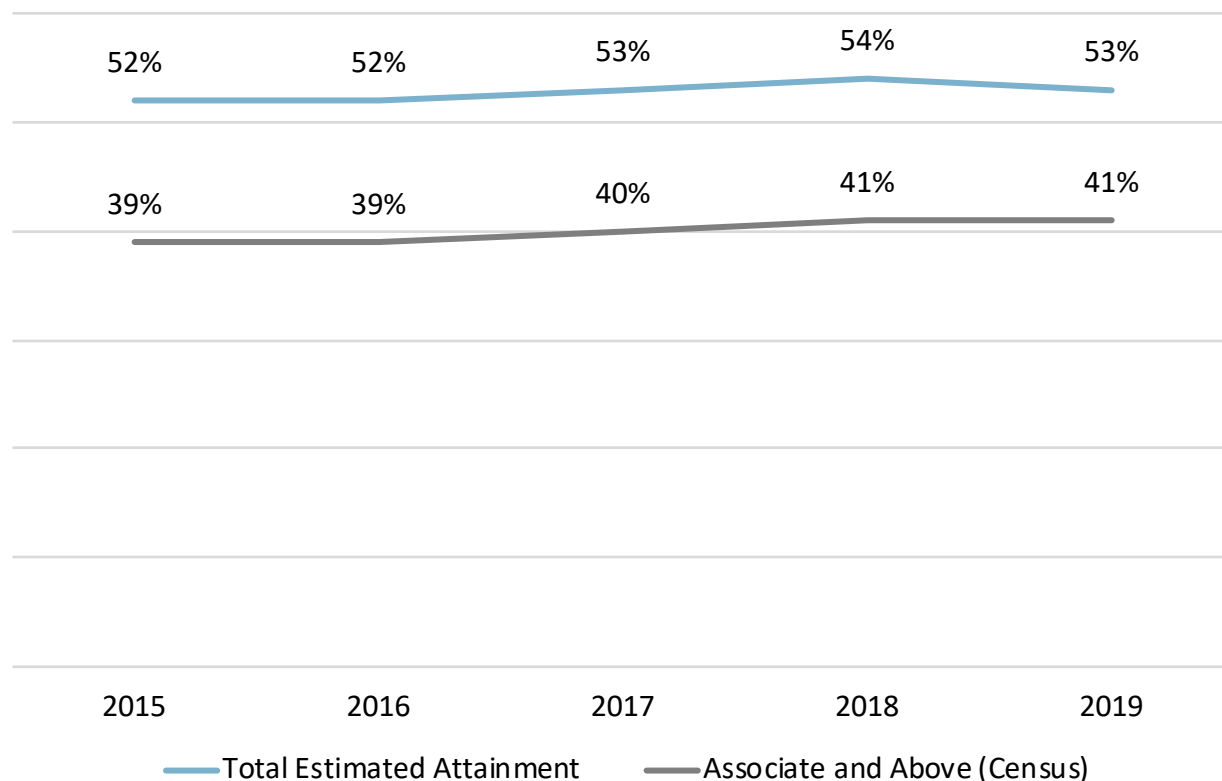
WHY?

WE'VE MADE PROGRESS SINCE WE ADOPTED THE "BIG GOAL."

Missouri's "Big Goal" is for 60% of working-age adults (24-65 years old) to hold a degree or certificate by 2025.

DHEWD has been tracking progress toward the Big Goal since it was formally incorporated into the *Blueprint for Higher Education* in 2015. Although the percent increase is small, Missouri has made significant progress on a number of submeasures.

PERCENT OF WORKING-AGE MISSOURIANS WHO HAVE A CERTIFICATE OR HIGHER



U.S. Census Bureau's American Community Survey, One-Year Estimates, and DHEWD calculations of estimated certificate completion.

WHY?

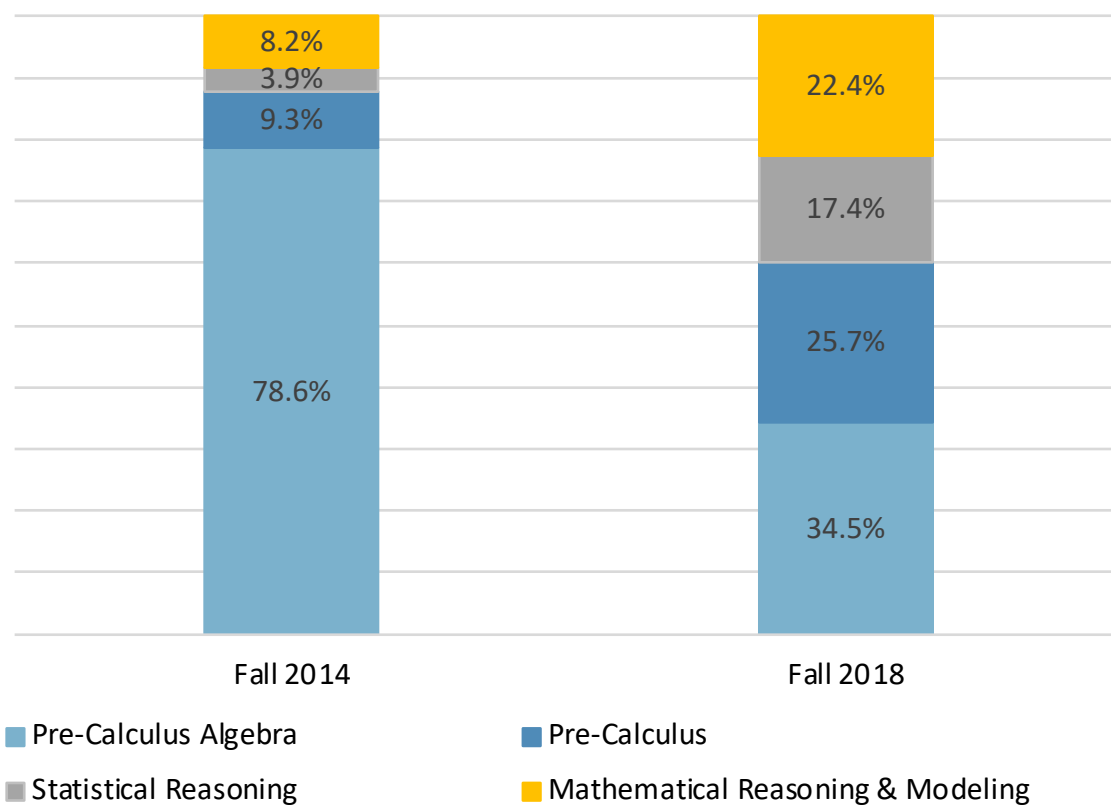
HAVING A GOAL LED US TO WORK WITH INSTITUTIONS TO REDUCE “BOTTLENECKS” TO GRADUATION.

Department staff engaged in two years of intensive collaborative work with institutions and other experts to define alternative “pathways” to College Algebra for non-STEM majors.

The outcome is that many more students are enrolling and succeeding in more relevant math classes.

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PERCENT OF MISSOURI COLLEGE STUDENTS ENROLLED IN DIFFERENT MATH PATHWAYS



WHY?

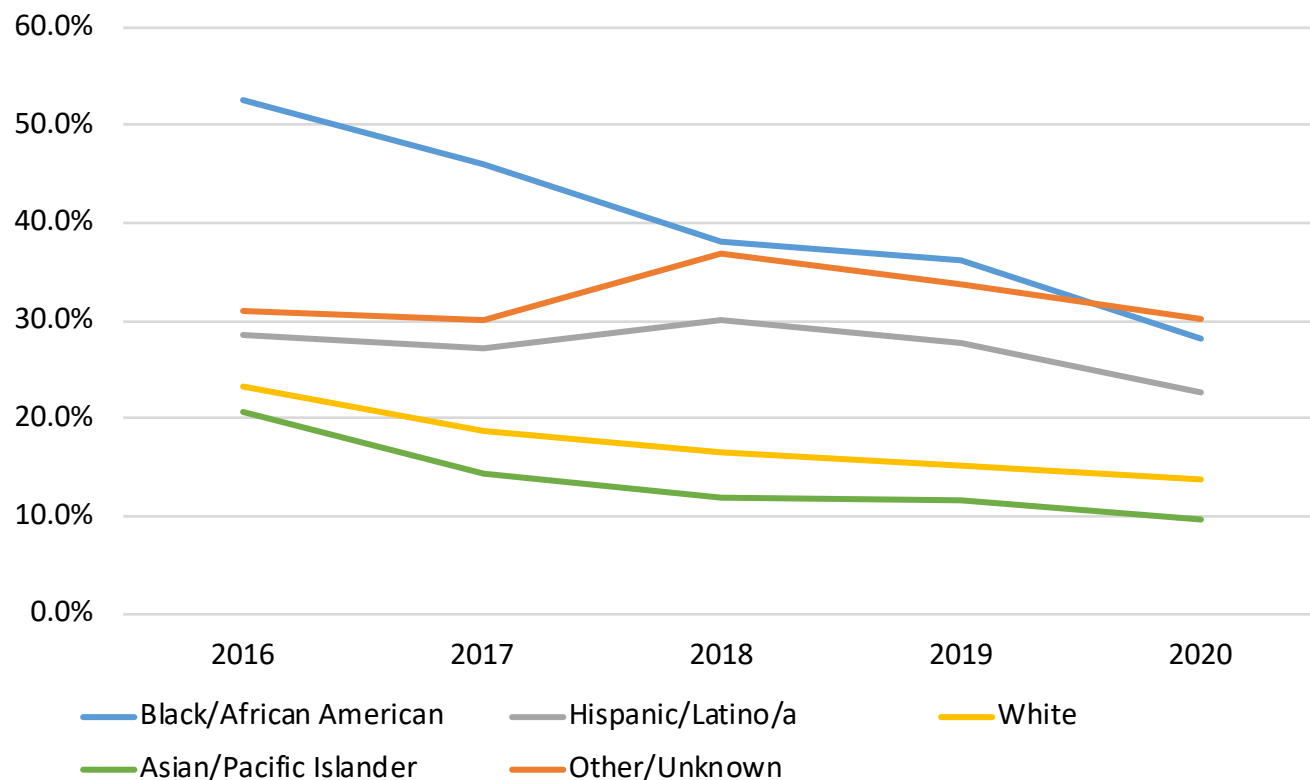
HAVING A GOAL LED US TO WORK WITH INSTITUTIONS TO REDUCE “BOTTLENECKS” TO GRADUATION.

Students who enroll in remedial coursework complete the next credit-bearing course at a rate of about 25%. Those who enroll in corequisite remediation are much more likely to be successful – about 70% of those students complete the next credit-bearing course.

Enrollment in remedial coursework has declined significantly – especially for Black students.

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PERCENT OF MISSOURI HIGH SCHOOL GRADS WHO ENROLL IN REMEDIAL COURSES BY RACE



WHY?

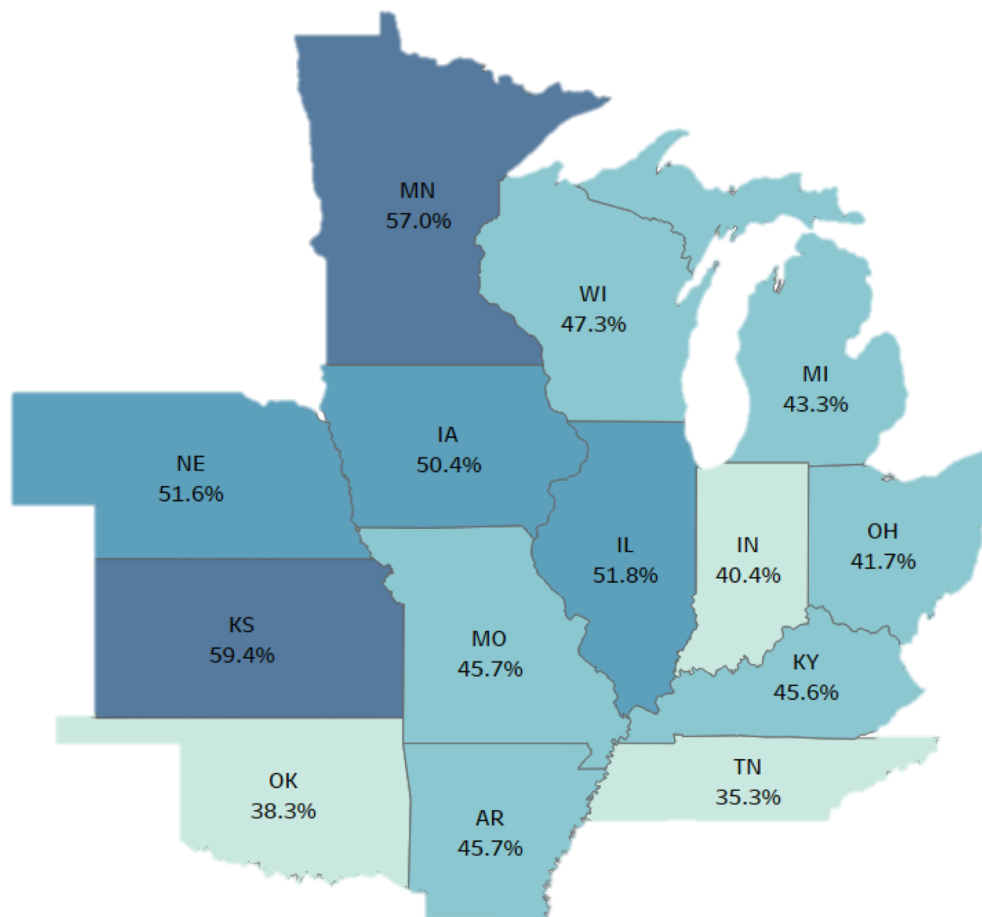
**WORK TO IMPROVE
COMMUNITY
COLLEGE TRANSFER
AND STUDENT
SUCCESS HAS PAID
OFF.**

Among entering first-time full-time degree-seeking students at public Missouri two-year colleges, 45.7% had graduated OR successfully transferred within three years.

Missouri ranks 7th among Midwestern peers and 19th in the U.S. among public two-year colleges.

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PERCENT OF COMMUNITY COLLEGE STUDENTS WHO GRADUATE OR SUCCESSFULLY TRANSFER IN THREE YEARS



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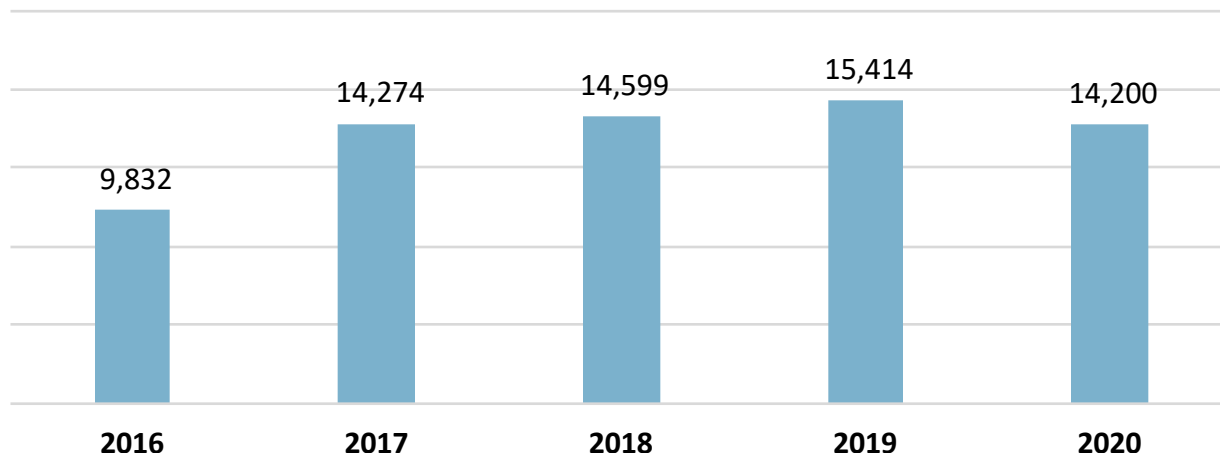
WHY?

MISSOURI LEADS IN APPRENTICESHIPS, AND WE'RE WORKING ON DIVERSITY.

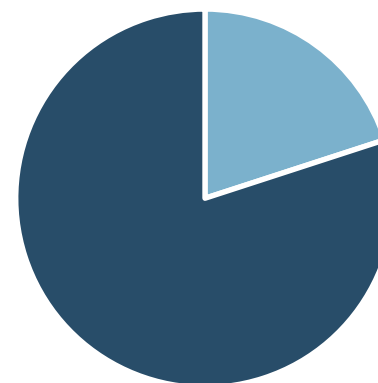
Although growth was impacted by COVID in 2020, Missouri sustained 2nd in the nation status in completed apprentices and new apprentices for the second year in a row.

We are also working with partners such as local workforce development boards, high schools, community providers, state agencies including the Department of Corrections, community action agencies, STL-KC Carpenters Council, and Missouri AFL-CIO to increase apprentice diversity.

NUMBER OF MISSOURIANS ENROLLED IN APPRENTICESHIPS



20,000
 Participants in
 apprenticeships or work-
 based learning by
2025



20%
 in underrepresented
 populations



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Commissioner of
Higher Education

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WHY HAVE A PLAN?

**Education matters –
to individuals
and to the state.**

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WHY?

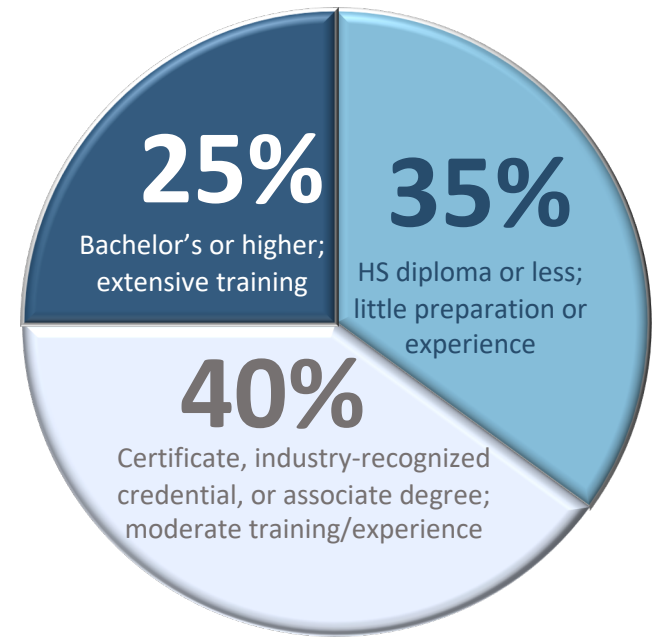
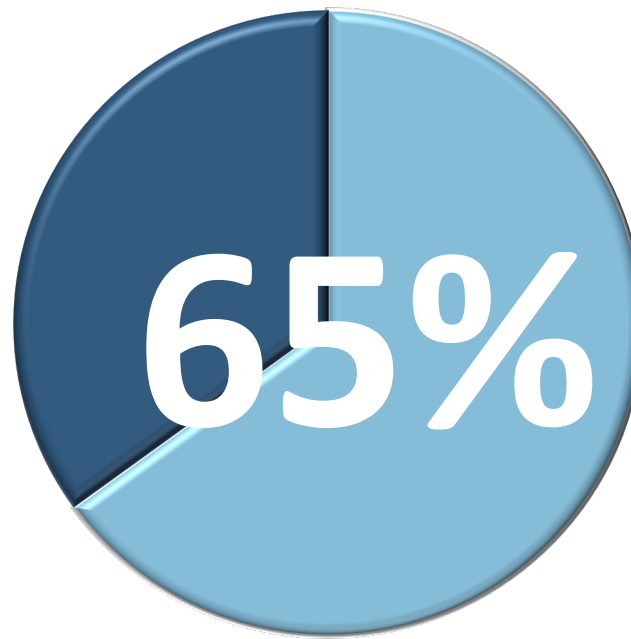
**POSTSECONDARY
EDUCATION WILL BE
MORE IMPORTANT IN
THE FUTURE AS MORE
JOBS REQUIRE MORE
EDUCATION.**

By 2028, 65% of Missouri's employment is projected to require some level of education and training beyond high school.

These jobs are projected to make up 56% of the annual openings between 2018 to 2028.

Missouri jobs that pay a living wage at entry are projected to grow by 5.7% between 2018 to 2028, faster than average.

PERCENT OF MISSOURI JOBS THAT WILL REQUIRE POSTSECONDARY EDUCATION BY 2028



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WHY?

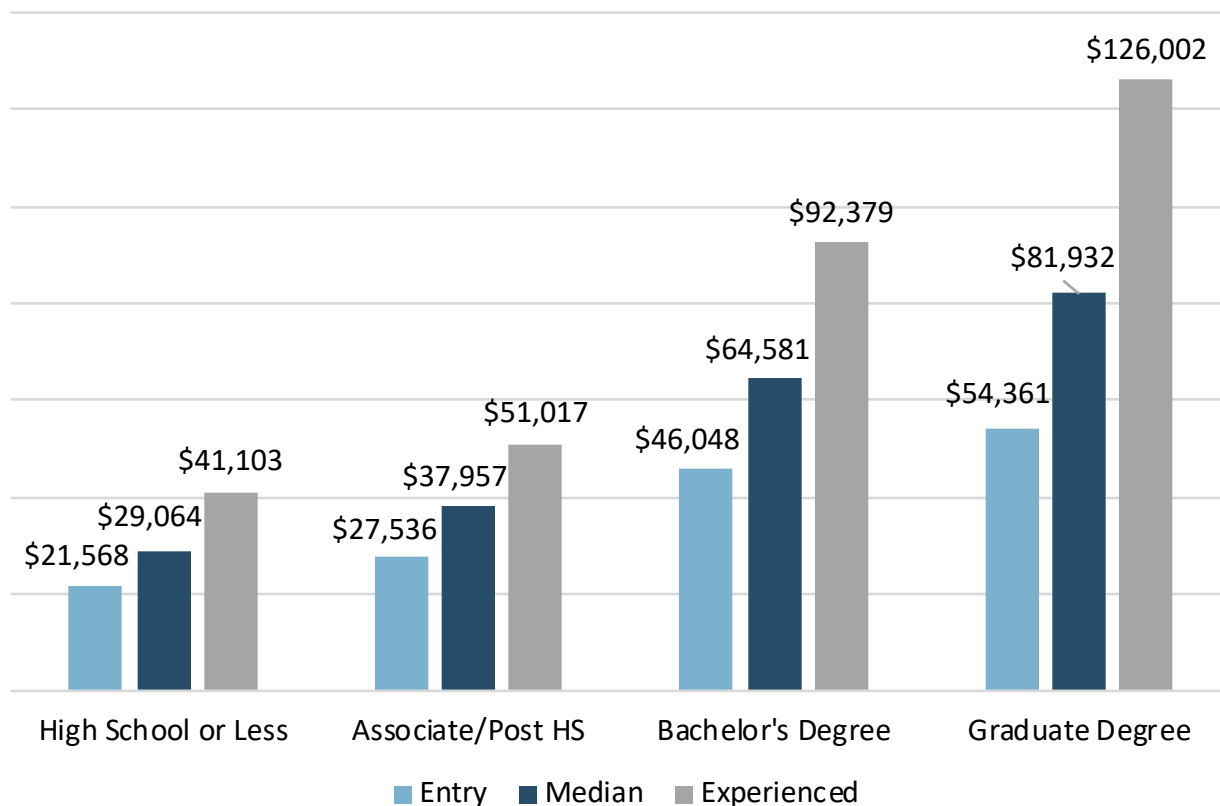
PEOPLE WITH MORE EDUCATION MAKE MORE MONEY.

Individuals with higher levels of education earn more, pay more taxes, and are more likely than others to be employed.

In Missouri, entry level wages for occupations that require post high school education or training were 28% higher than those that require a high school diploma or less.

The gap widens to 31% for median wage levels.

MEDIAN ANNUAL EARNINGS OF MISSOURI WORKERS BY EDUCATION AND EXPERIENCE LEVEL



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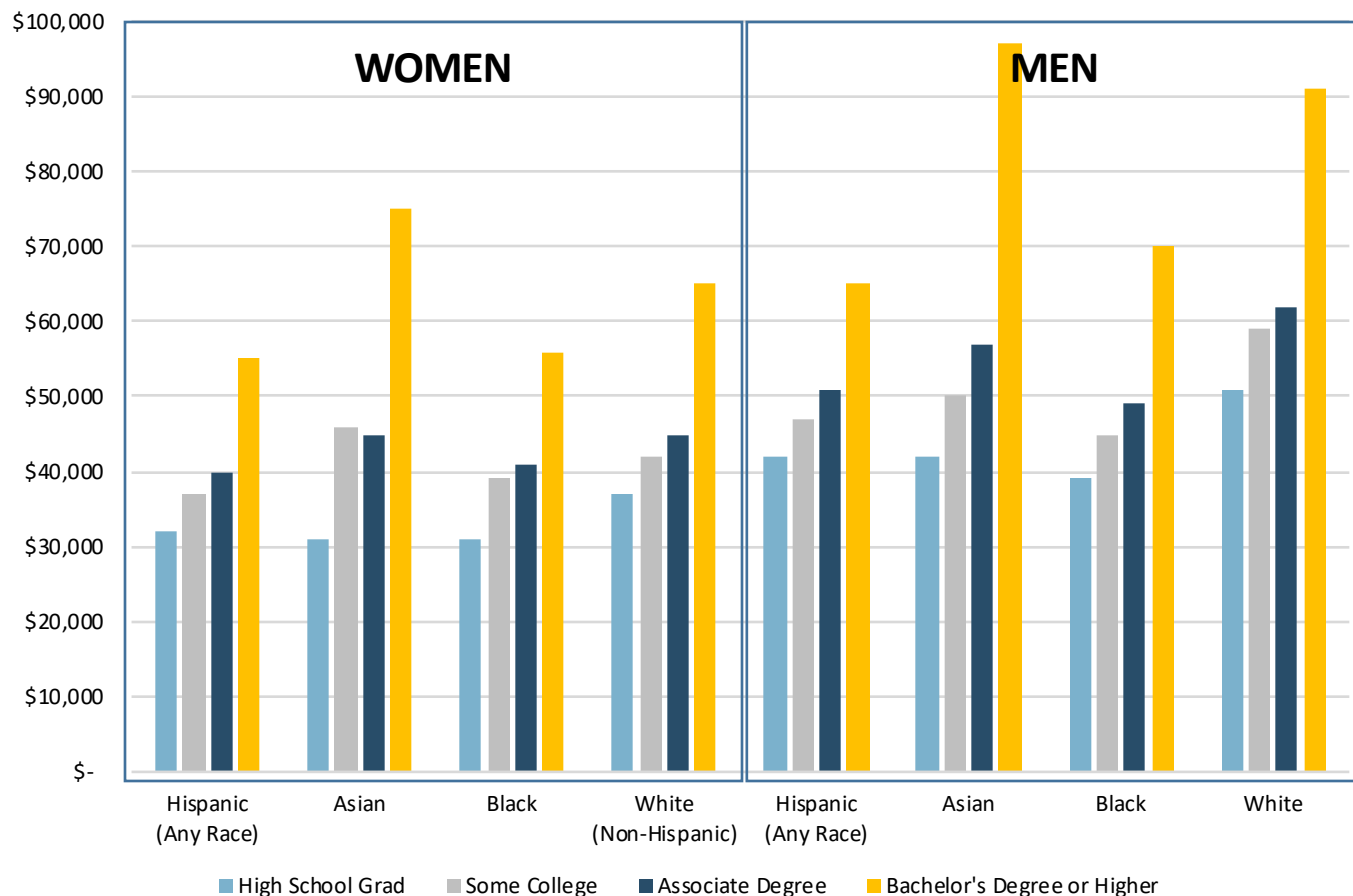
WHY?

PEOPLE WITH MORE
EDUCATION MAKE
MORE MONEY...

...REGARDLESS OF
RACE OR GENDER.

Significant differences
between race and gender
groups persist.

MEDIAN ANNUAL EARNINGS OF U.S. WORKERS BY EDUCATION LEVEL, RACE, AND GENDER



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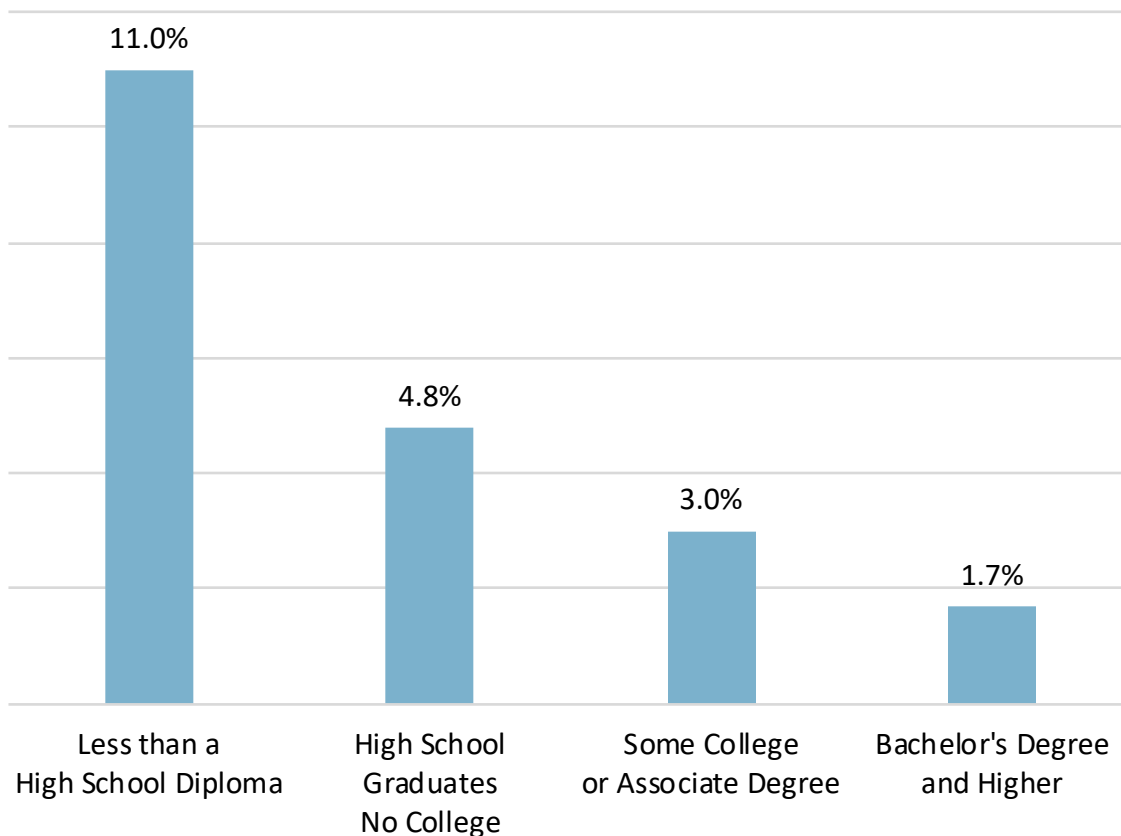
WHY?

PEOPLE WITH MORE EDUCATION ARE LESS LIKELY TO BE UNEMPLOYED.

Unemployment rates are lower for those with higher levels of education and training, even during a growing economy.

Unemployment rates increased for all levels of education during COVID, but most severely for those without education beyond high school. This may reflect the industries most impacted by COVID, such as leisure and hospitality, that typically do not require advanced education.

MISSOURI UNEMPLOYMENT RATE BY EDUCATION LEVEL, 2018



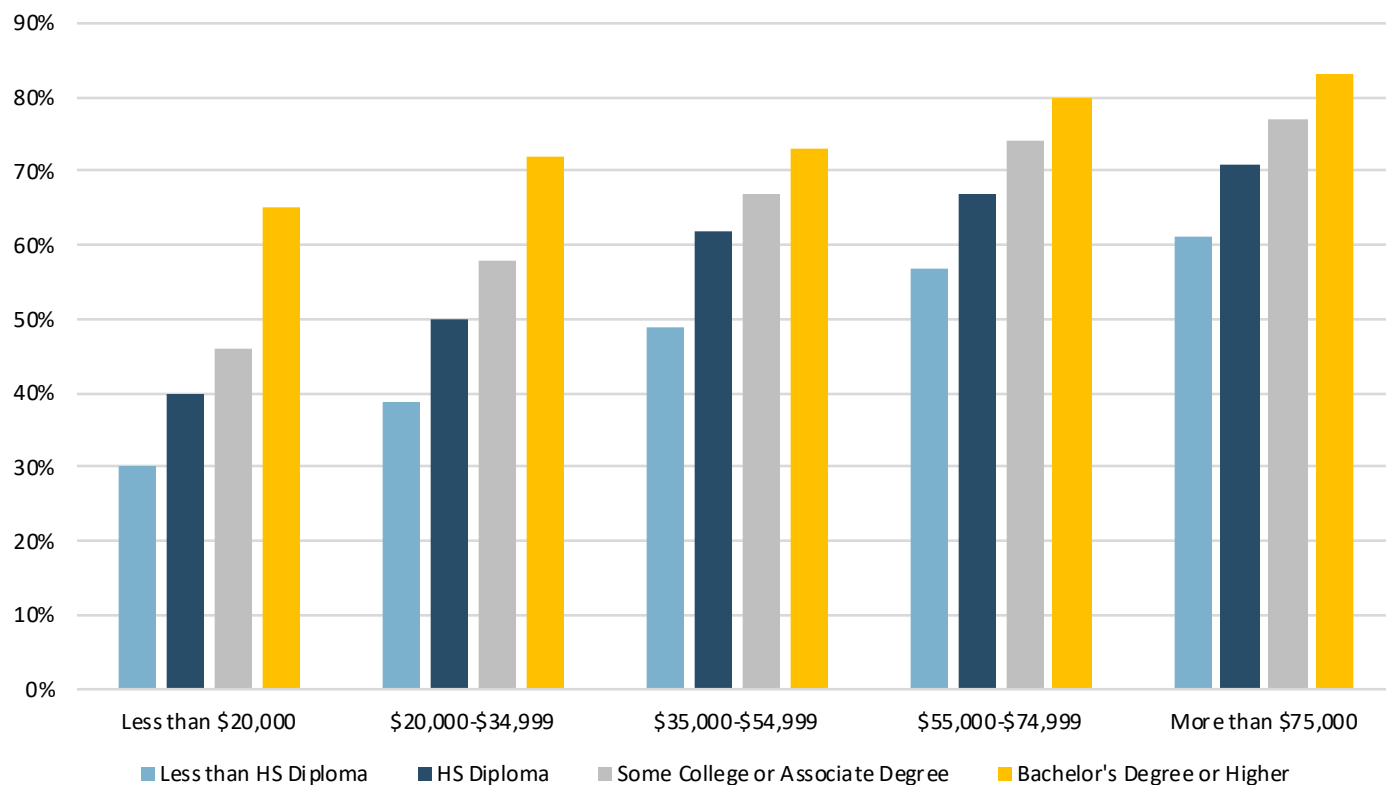
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WHY?

THERE ARE NON-MONETARY BENEFITS TOO.

Adults with more postsecondary education say they're in better health than others.

PERCENT OF U.S. ADULTS WHO SAY THEY'RE IN EXCELLENT OR VERY GOOD HEALTH BY INCOME AND EDUCATION LEVEL



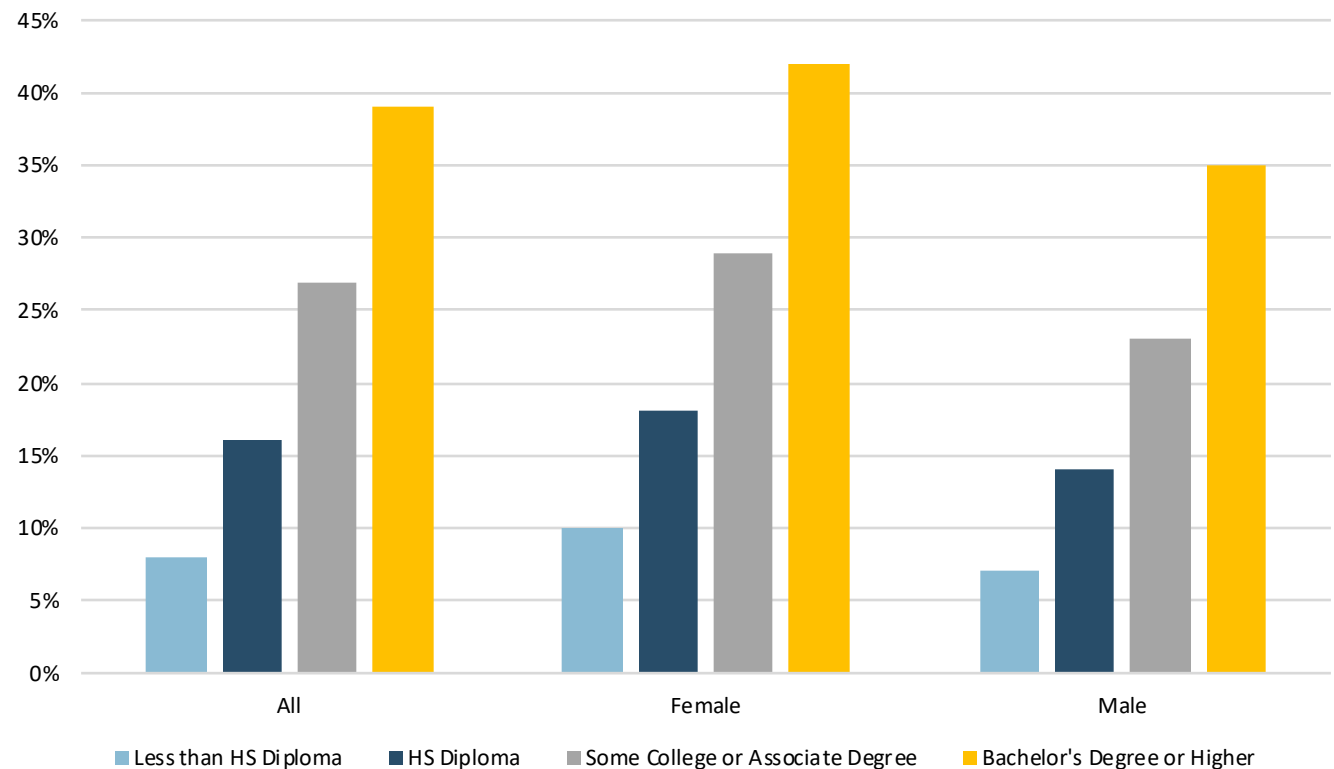
WHY?

THERE ARE NON-MONETARY BENEFITS TOO.

They're also more likely to volunteer.

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PERCENT OF U.S. ADULTS WHO VOLUNTEER BY EDUCATION LEVEL AND GENDER



WHY?

THERE ARE NON-MONETARY BENEFITS TOO.

Educational programs within the prison system can help reduce recidivism.

On average, inmates who participated in correctional education programs had 43% lower odds of recidivating than inmates who did not.

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MORE EDUCATION IS CORRELATED WITH REDUCED RATES OF INCARCERATION AND LOWER RATES OF RECIDIVISM.

Less than a high school education

36%

in state prisons

vs

19%

the general U.S.
population (16 years +)

Offenders who participated in vocational training programs were

28% more likely

to find employment than offenders who did not participate.

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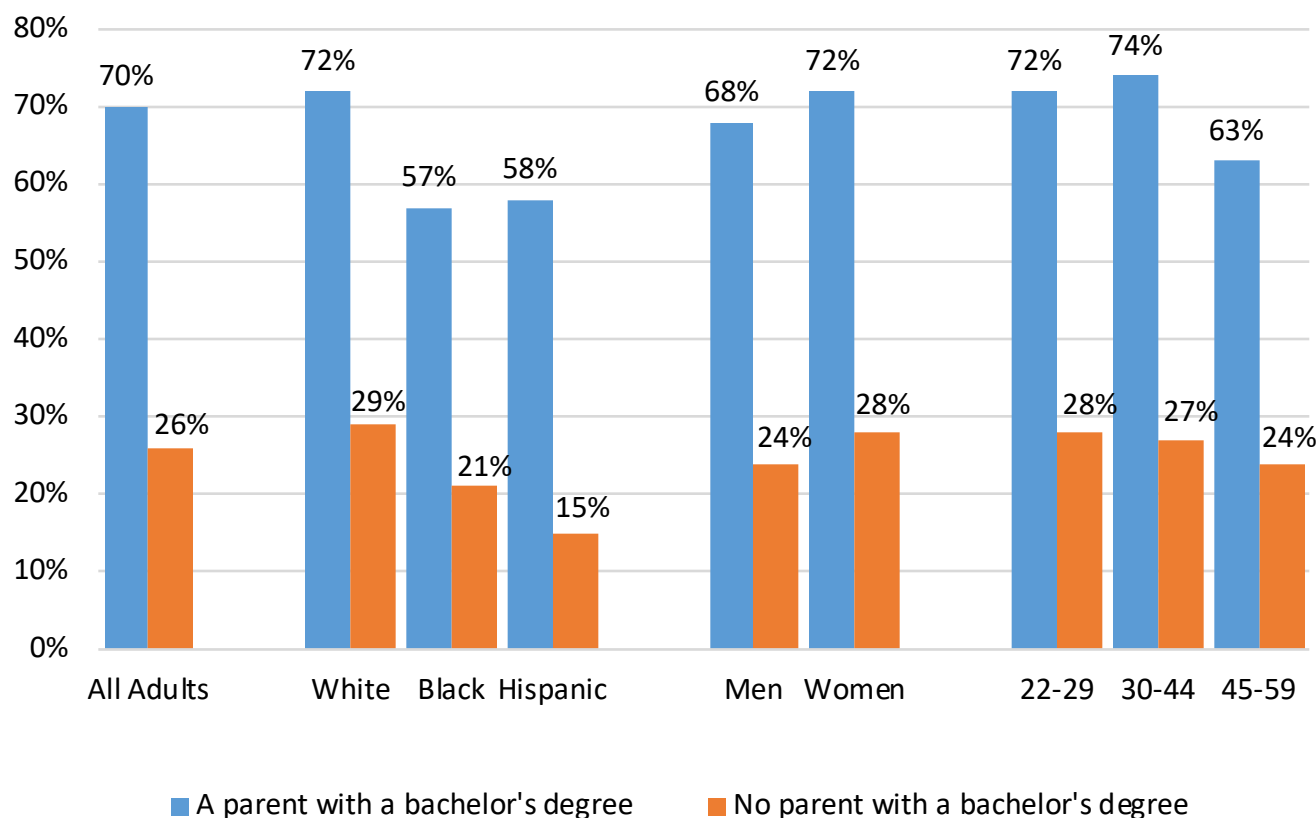
WHY?

HAVING A DEGREE CHANGES FAMILIES' TRAJECTORIES.

National data indicate that students whose parents have at least a bachelor's degree are much more likely to earn a degree themselves.

On average, 70% of adults who have at least one parent who has a bachelor's degree go on to earn a bachelor's degree themselves.

PERCENT OF ADULTS WHO HAVE AT LEAST A BACHELOR'S DEGREE BY PARENTAL EDUCATION LEVEL





DR. KAYLA HAHN

Policy Director

Office of Missouri
Governor Mike Parson

2021 STRATEGIC PLAN

Executive Priorities



DAN MEHAN

President/CEO

Missouri Chamber
of Commerce & Industry

2021 STRATEGIC PLAN

Workforce 2030 Priorities



KEN MALL

Managing Director

Educational Data Systems, Inc.
(EDSI)

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Strategic Planning as a Tool for Setting and Achieving Goals



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**VERONICA
GIELAZAUSKAS**

Assistant Commissioner
for Performance &
Strategy

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Environmental Scan and Analysis of Strengths



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State Economic Growth Driven by

**More people
in the
workforce**

X

**More productive
Missourians
because of
increased training
and education**



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Environmental Scan

BASIC MISSOURI STATS

2021 STRATEGIC PLAN



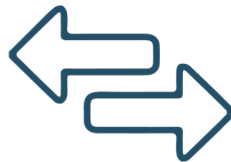
6.1 million total population

- 3.1 million aged 25 to 64
- 3 million civilian labor force



318,000 students in college

- 91,000 graduates from college every year
- 3,300 registered apprenticeships completed



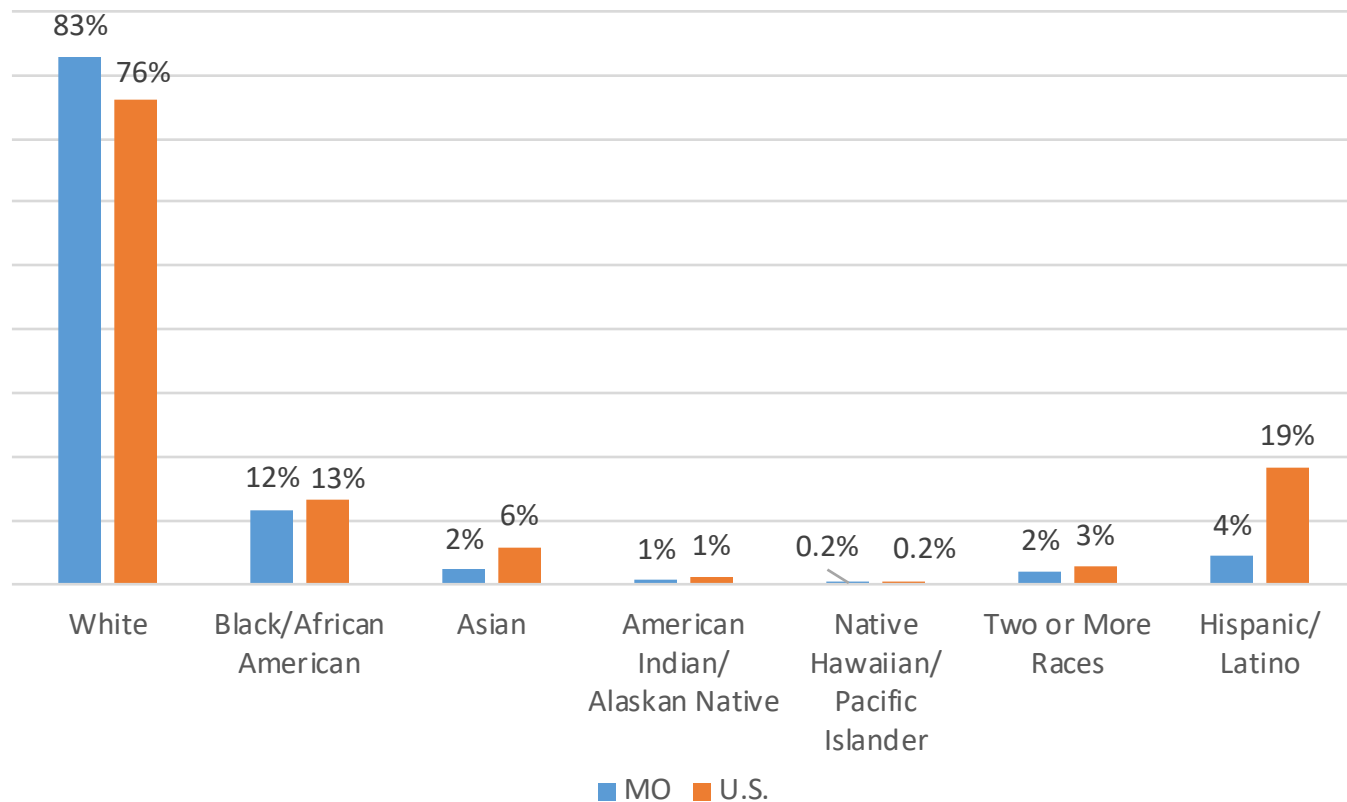
420 net in-migration of students (10,710 in/10,290 out)

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BASIC STATS

MISSOURI'S
POPULATION IS
SLIGHTLY LESS
DIVERSE THAN THE
U.S.

POPULATION BY RACE AND HISPANIC ORIGIN



U.S. Census Bureau, American Community Survey 2019 1-year estimates.

2021 STRATEGIC PLAN

BASIC STATS

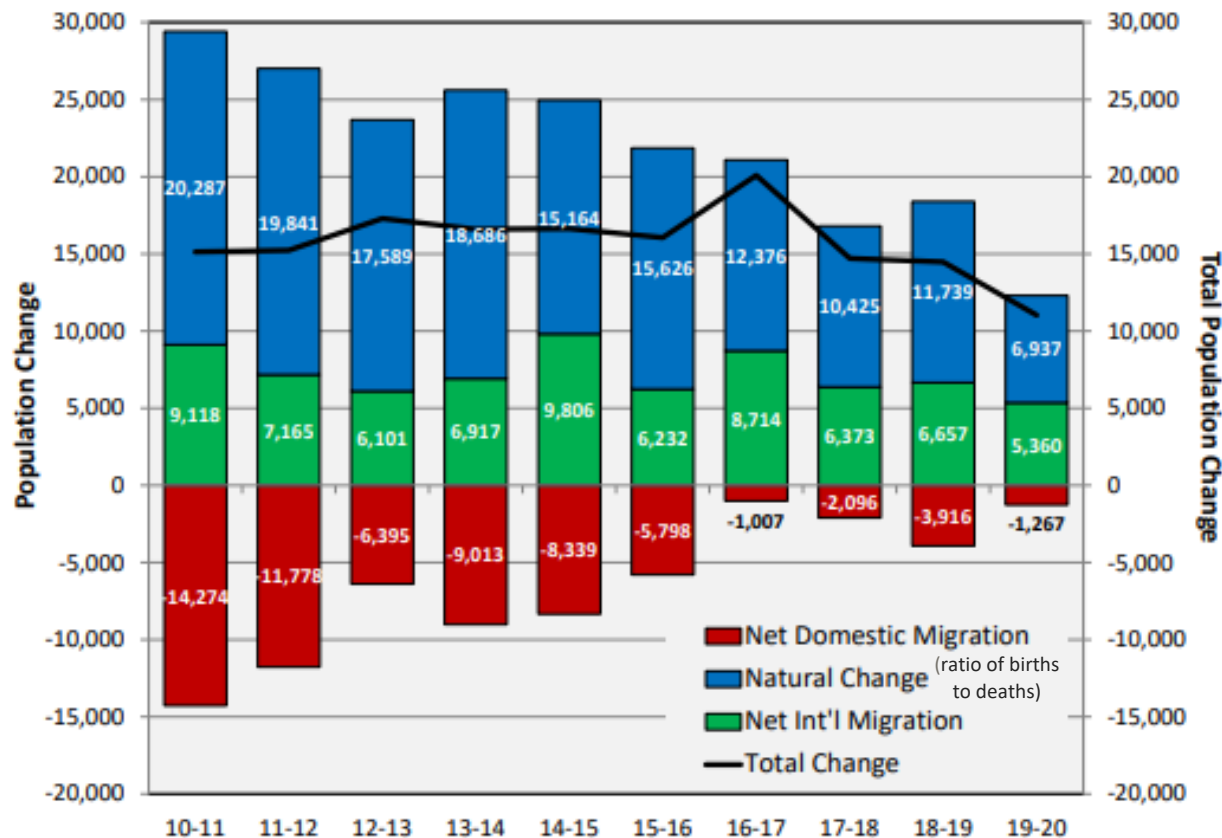
MORE PEOPLE WORKING

OUR POPULATION IS
GROWING, BUT MORE
SLOWLY THAN IN THE
PAST.

Outmigration (in red) has slowed significantly, and we've been a net importer of people since 2014-2015 when international immigration is taken into account.

Natural change (the extent to which births exceed deaths, in blue) is shrinking and is projected to be negative for 2020 because of COVID deaths.

POPULATION CHANGE COMPONENTS IN MISSOURI (2010-2020)



Source: US Census Bureau, Population Estimates Program, V2020

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BASIC STATS

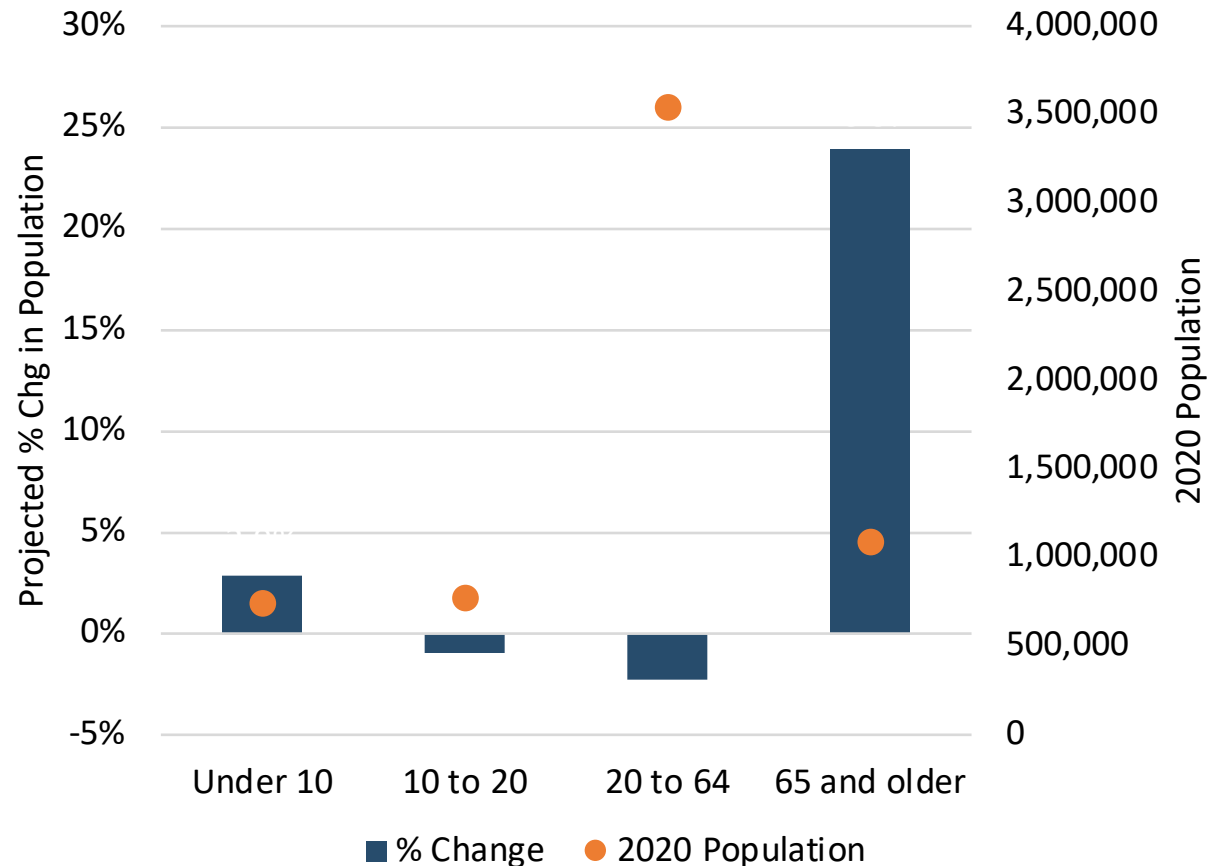
MORE PEOPLE WORKING

ALTHOUGH MISSOURI'S OVERALL POPULATION IS GROWING, THE WORKING-AGE POPULATION WILL LIKELY DECLINE.

The working-age population (defined in this data source as 20 to 64) in Missouri is projected to decline by 2.2% by 2030.

Missouri's population growth during that time is projected to be in those under 10 and over 65.

PERCENT POPULATION CHANGE BY AGE GROUP, 2020-2030



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BASIC STATS

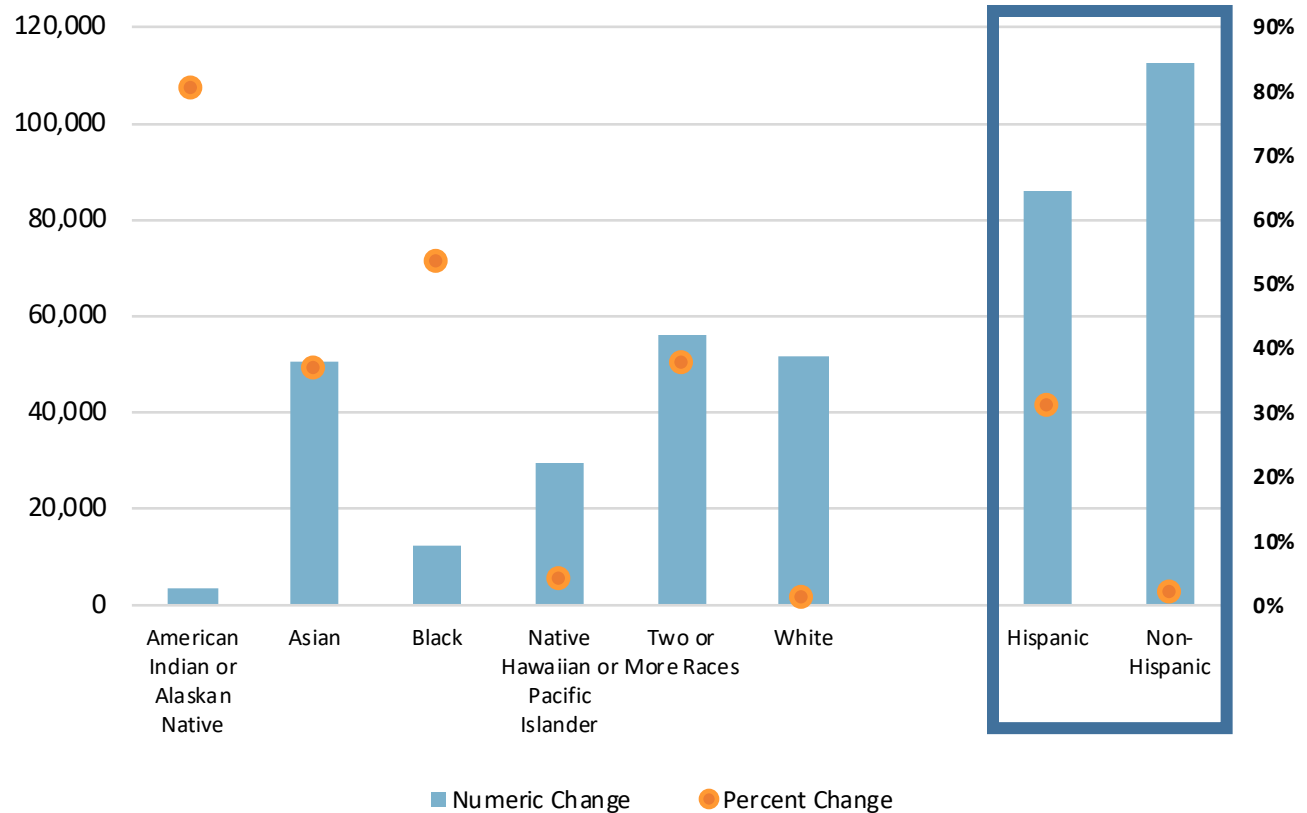
MORE PEOPLE WORKING

DIVERSE POPULATIONS WILL GROW THE MOST.

The greatest amount of population growth is projected to be in those classified as two or more races.

The Black population is projected to grow by 54% by 2030, while the Hispanic population is projected to grow by 31%.

PERCENT POPULATION CHANGE BY RACE AND ETHNICITY, 2020-2030



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BASIC STATS MORE PRODUCTIVE

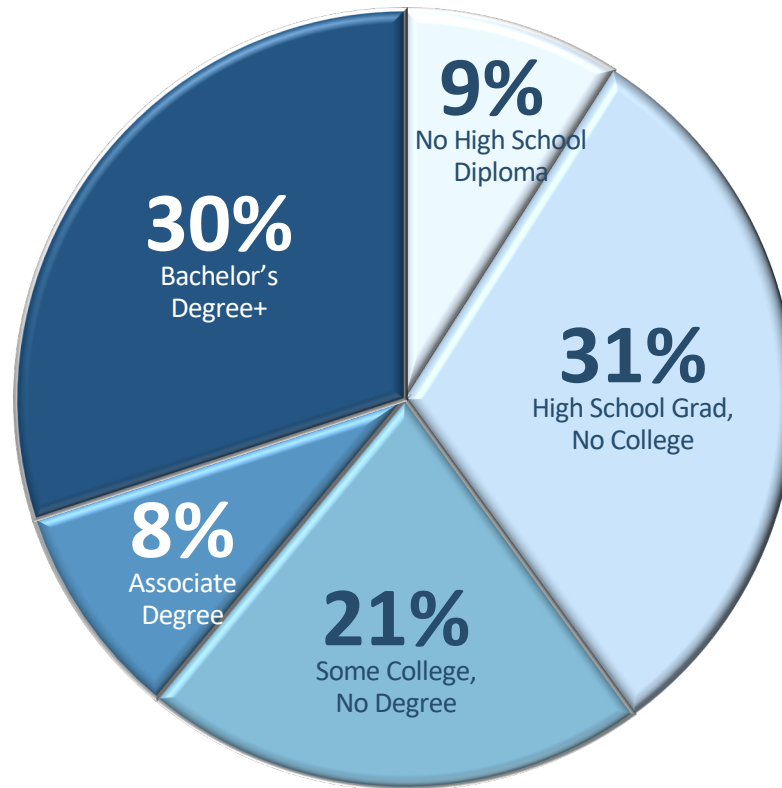
**ONLY A THIRD OF OUR
WORKFORCE HAS A
COLLEGE DEGREE.**

Of all Missourians aged 25 or older in 2019, more than 1.3 million are high school graduates with no college, more than any other education attainment category.

Those with a bachelor's degree or higher followed closely in second with 1.27 million.

Middle-skill occupations are an essential part of Missouri's workforce, accounting for 4 out of every 10 jobs.

EDUCATIONAL ATTAINMENT OF MISSOURI ADULTS



U.S. Census Bureau's American Community Survey, 2019 one-year estimates, and DHEWD's Office of Performance & Strategy/Missouri Economic Research and Information Center's *Middle Skill Occupations*. 2016-2026. [LINK](#).

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BASIC STATS

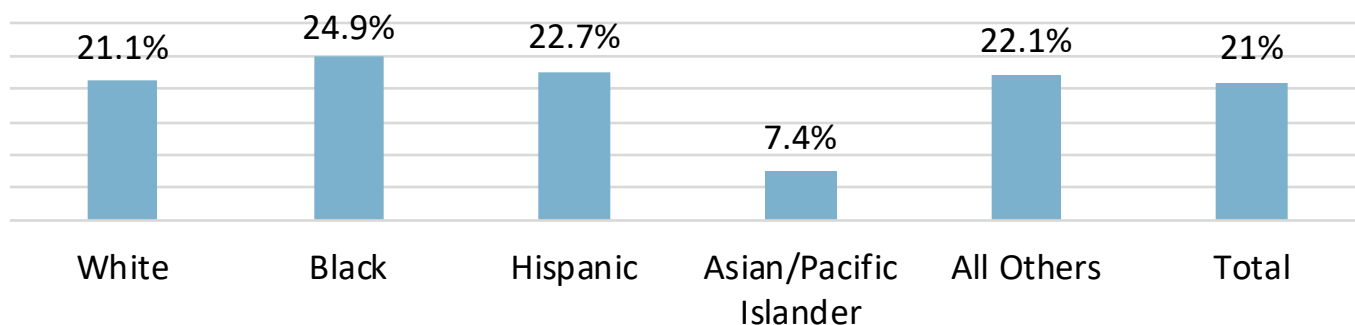
671,075

**MISSOURIANS HAVE
SOME COLLEGE BUT
NO DEGREE.**

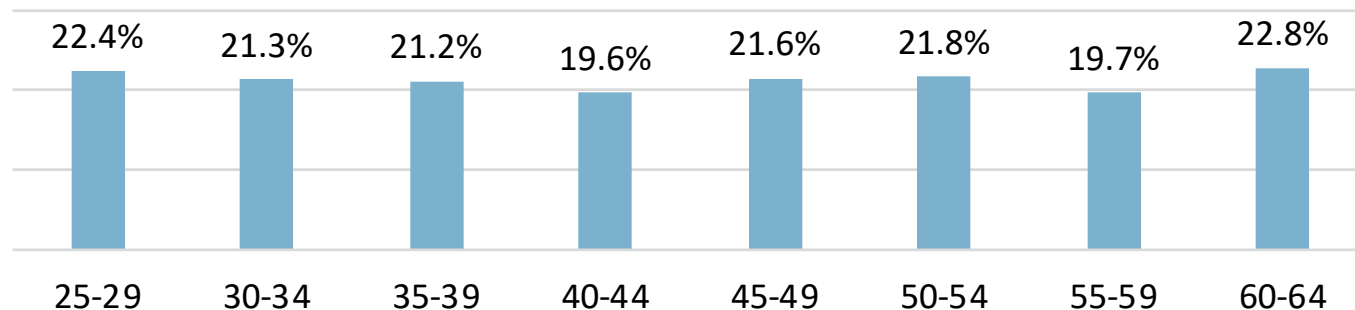
These data show that Black adults are the most likely to have some college credit but no degree. The percent is fairly consistent across age groups.

PERCENT OF MISSOURI ADULTS WHO HAVE SOME COLLEGE BUT NO DEGREE

BY RACE



BY AGE GROUP



STRENGTHS

SYSTEM
MORE PEOPLE
MORE PRODUCTIVE

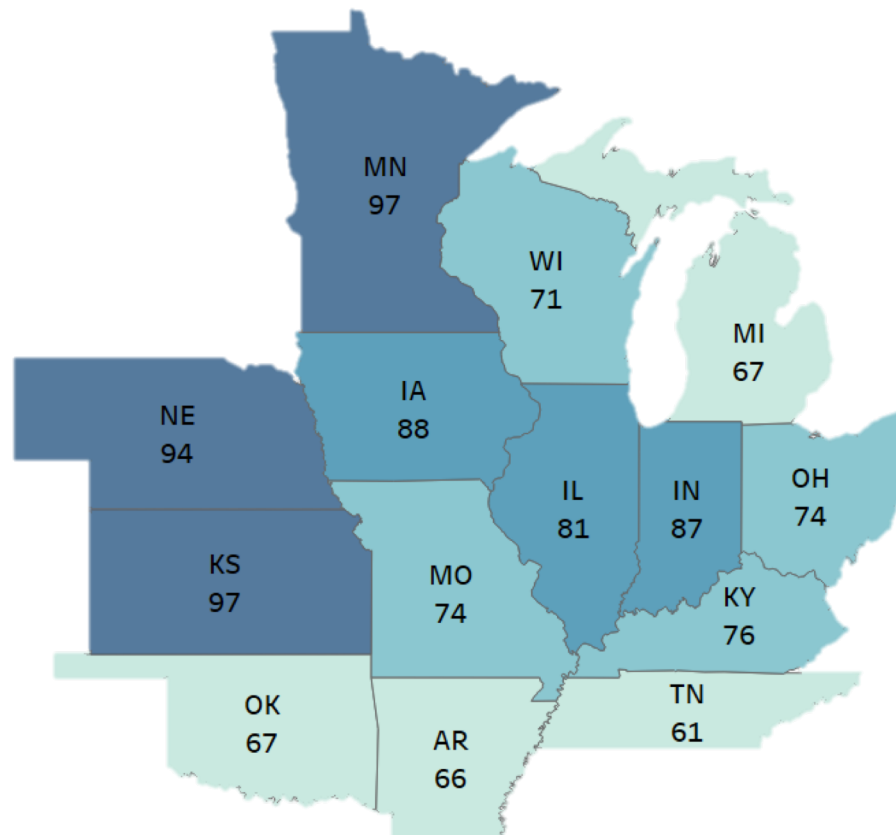
**THERE ARE 75
COLLEGE STUDENTS
FOR EVERY 1,000
MISSOURIANS.**

That puts Missouri at 28th
nationally and 8th among
Midwestern peers.

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12-MONTH UNDUPLICATED STUDENT HEADCOUNT PER 1,000 POPULATION

2019



U.S. Department of Education Integrated Postsecondary Education Data System (IPEDS) and U.S. Census Bureau, 2019 Population estimates.

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STRENGTHS

SYSTEM
MORE PEOPLE WORKING
MORE PRODUCTIVE

WEAKNESSES/ THREATS

SYSTEM
MORE PEOPLE WORKING
MORE PRODUCTIVE

COVID-19

???
WEAKNESSES/THREATS
STRENGTHS

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STRENGTHS

SYSTEM

**MORE PEOPLE WORKING
MORE PRODUCTIVE**

The system shapes the environment in which we work and is not always easily changed. It works both with and against us.

WEAKNESSES/ THREATS

SYSTEM

**MORE PEOPLE WORKING
MORE PRODUCTIVE**

COVID-19

???

**WEAKNESSES/THREATS
STRENGTHS**

STRENGTHS

SYSTEM
MORE PEOPLE
MORE PRODUCTIVE

THE GOVERNOR AND
LEGISLATURE HAVE AN
APPETITE FOR
INVESTING IN HIGHER
ED AND WORKFORCE
DEVELOPMENT.

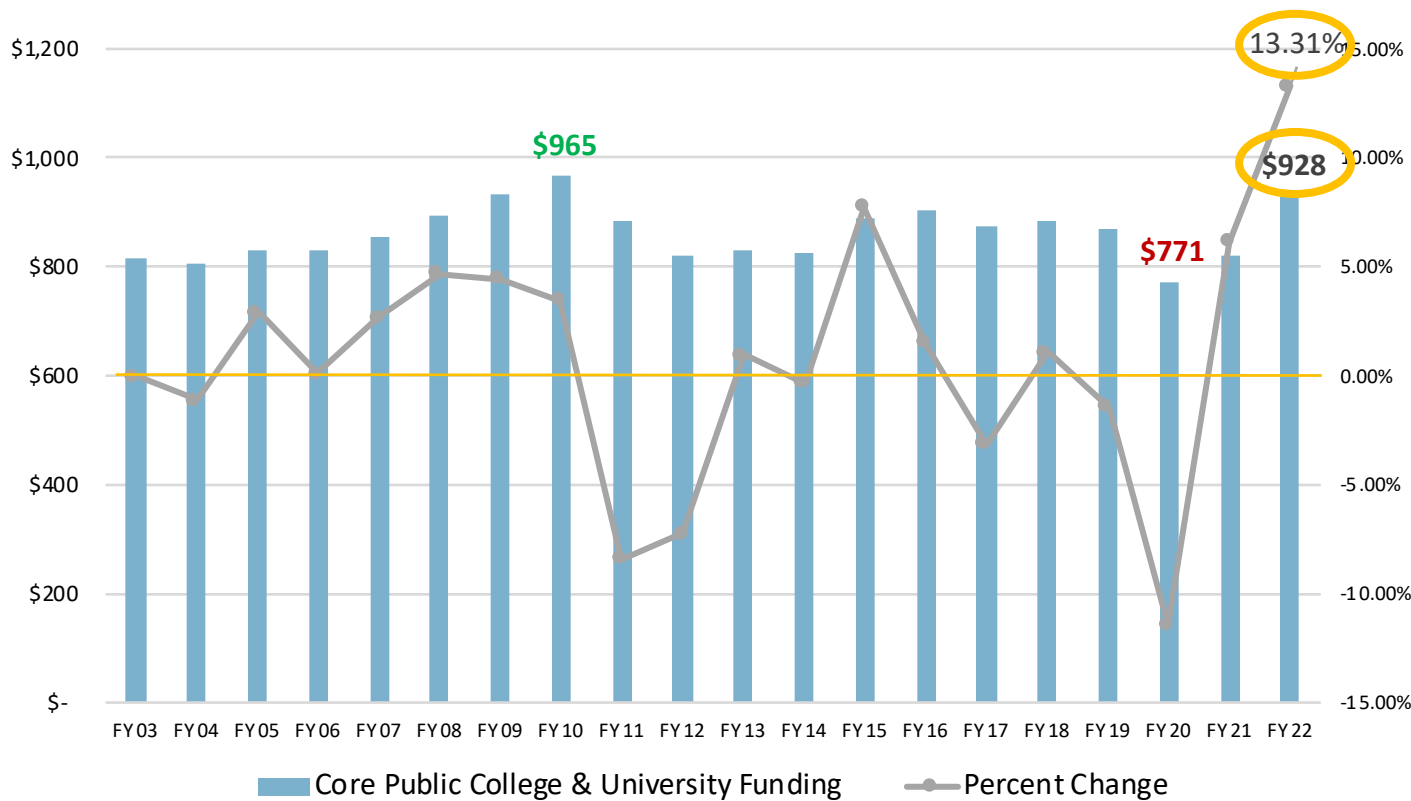
Although we're still below FY 2010 core funding levels, the FY 2022 budget includes the **highest level of funding provided in the last decade**, and the **largest year-over-year percent increase in over 20 years**. In addition, appropriators added \$159 million in one-time funding for projects such as MoExcels, GEER Excels, capital projects, deferred maintenance, and workforce programs.

In FY 2021, Gov. Parson also invested \$175 million in CARES Act funding in higher education and workforce development, and almost \$10 million in expanding child care facilities on college campuses.

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CORE PUBLIC HIGHER EDUCATION FUNDING TOTAL AND PERCENT CHANGE

TAFP APPROPRIATIONS LESS EXPENDITURE RESTRICTIONS
PLUS EXPENDITURE RESTRICTION RELEASES (IN MILLIONS)



STRENGTHS

SYSTEM
MORE PEOPLE
MORE PRODUCTIVE

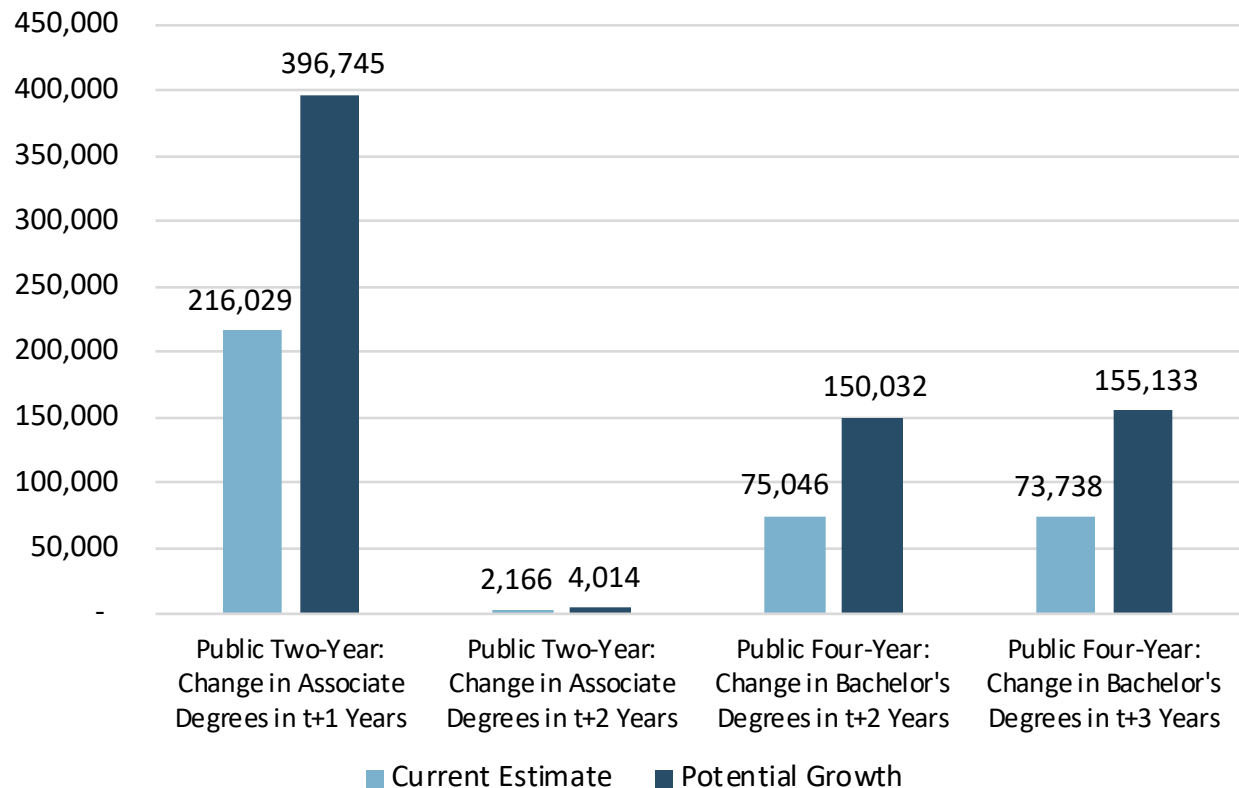
THAT MATTERS
BECAUSE CORE
FUNDING IMPACTS
COMPLETION RATES.

A 2021 study by the State Higher Education Executive Officers Association (SHEEO) found a statistically significant relationship between state funding and completion rates for associate and bachelor's degrees.

Using these results, SHEEO used simulations to estimate the national impact of an additional \$1,000 in state funding per full-time equivalent student. The total is about 340,000 additional graduates, with the biggest difference in community college students.

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ESTIMATED NATIONAL IMPACT OF ADDITIONAL \$1,000 IN STATE FUNDING PER STUDENT FTE



STRENGTHS

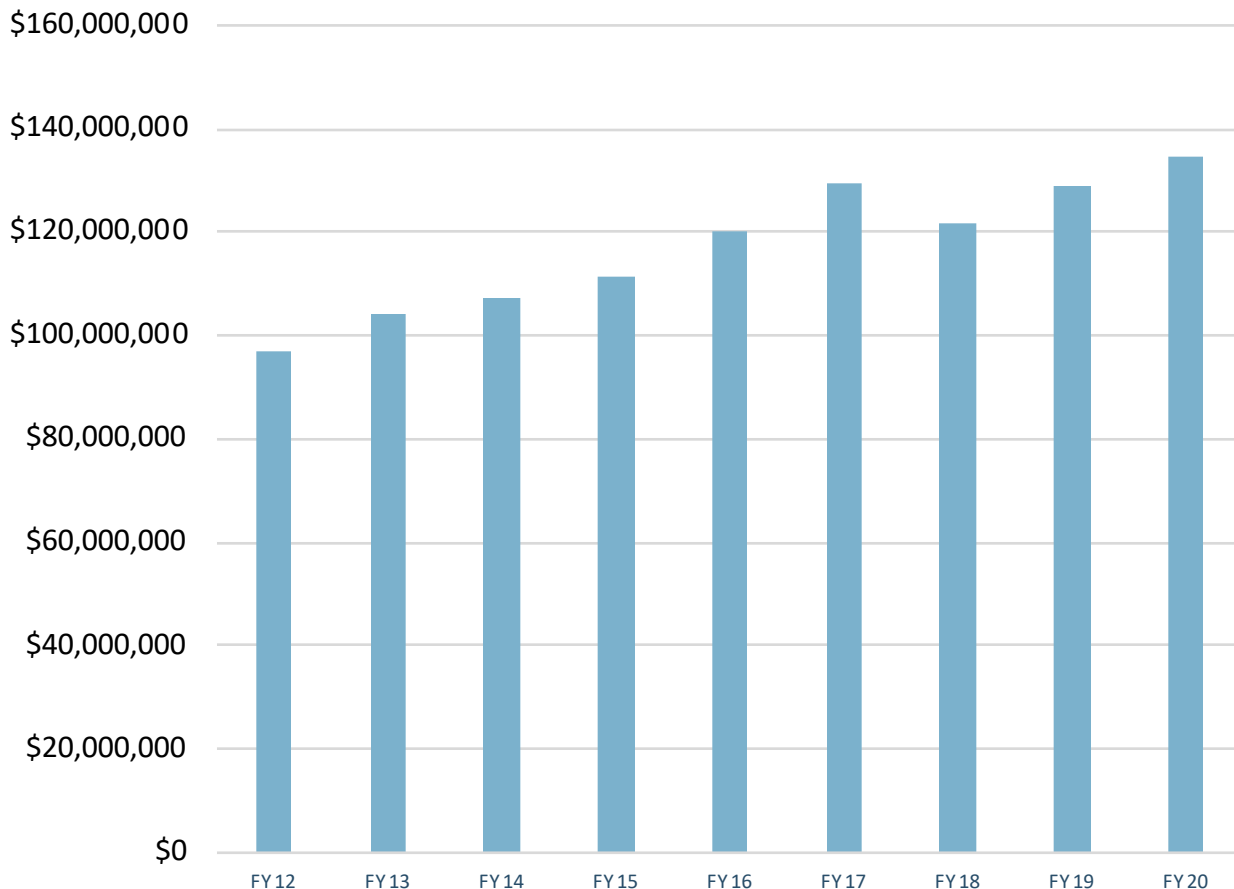
SYSTEM
MORE PEOPLE
MORE PRODUCTIVE

**THE GOVERNOR AND
LEGISLATURE HAVE AN
APPETITE FOR
INVESTING IN HIGHER
EDUCATION AND
WORKFORCE
DEVELOPMENT.**

...and that includes
investments in student
financial aid programs.
Financial aid funding has
increased \$28.6 million
since FY 2012.

2021 STRATEGIC PLAN

STATE STUDENT FINANCIAL AID SPENDING ACTUAL DOLLARS RECEIVED BY STUDENTS



2021 STRATEGIC PLAN

STRENGTHS

SYSTEM
MORE PEOPLE
MORE PRODUCTIVE

**DHEWD WORKS
REGULARLY WITH A
STATEWIDE NETWORK
OF HIGHLY ENGAGED
PARTNERS.**

Groups throughout the state are committed to partnering with us to provide support for initiatives, distribute resources, and help deliver programs and services.

These partnerships have real impact. Examples include volunteering to help students file the FAFSA, promoting the Fast Track Workforce Incentive Grant, and creating online portals to connect future interns and apprentices.

**COLLEGES &
UNIVERSITIES**

**STATEWIDE AND
REGIONAL CHAMBERS
OF COMMERCE**

**LOCAL WORKFORCE
DEVELOPMENT BOARDS**

**STATE AND LOCAL
ELECTED OFFICIALS**

OTHER STATE AGENCIES

EMPLOYERS

MISSOURI NON-PROFIT ORGANIZATIONS AND ASSOCIATIONS

**COUNCIL ON PUBLIC HIGHER
EDUCATION**

**MO ASS'N FOR ADULT &
CONTINUING ED**

**MO COLLEGE ADVISING
CORPS**

**INDEPENDENT COLLEGES &
UNIVERSITIES OF MO**

**MO ASS'N FOR CAREER &
TECH ED**

**MO COMMUNITY COLLEGE
ASS'N**

INFINITE SCHOLARS

**MO ASS'N FOR COLLEGE
ADMISSION COUNSELING**

MO ECO DEVO COUNCIL

**JOBS FOR AMERICA'S
GRADUATES**

**MO ASS'N OF COLLEGIATE
REGISTRARS & ADMISSIONS
OFFICERS**

**MO HIGHER EDUCATION
LOAN AUTHORITY**

KAUFFMAN FOUNDATION

MO HOSPITAL ASS'N

KC DEGREES

**MO SCHOOL COUNSELORS
ASS'N**

KC SCHOLARS

**MO ASS'N OF FINANCIAL AID
PERSONNEL**

MAHER & MAHER

**MO SCHOLARSHIP & LOAN
FOUNDATION**

MISSOURI AFL-CIO

**MO ASS'N OF WORKFORCE
DEVELOPMENT**

MO STATE TEACHERS ASS'N

**MO AFTER-SCHOOL
NETWORK**

**MO COLLEGE ACCESS
NETWORK**

ST. LOUIS GRADUATES

ST. LOUIS WORKS

STRENGTHS

SYSTEM
MORE PEOPLE
MORE PRODUCTIVE

DHEWD IS ALSO WELL-CONNECTED AT THE NATIONAL LEVEL.

These partnerships, too, have real impact, including invitations to join cohorts; recognition in national publications; support for state-level initiatives; and providing access to data, research, and best practices.

2021 STRATEGIC PLAN

NATIONAL ASSOCIATIONS

ACT	LUMINA FOUNDATION	NAT'L GOVERNORS ASS'N
AMERICAN COLLEGE APPLICATION CAMPAIGN	MAPPING YOUR FUTURE	STATE HIGHER EDUCATION EXECUTIVE OFFICERS ASS'N
COMPLETE COLLEGE AMERICA	NAT'L ASS'N OF STATE WORKFORCE AGENCIES	STRADA
EDUCATION COMMISSION OF THE STATES	NAT'L ASS'N OF STATE WORKFORCE BOARDS	
INSTITUTE FOR HIGHER EDUCATION POLICY	NAT'L COLLEGE ATTAINMENT NETWORK	

2021 STRATEGIC PLAN

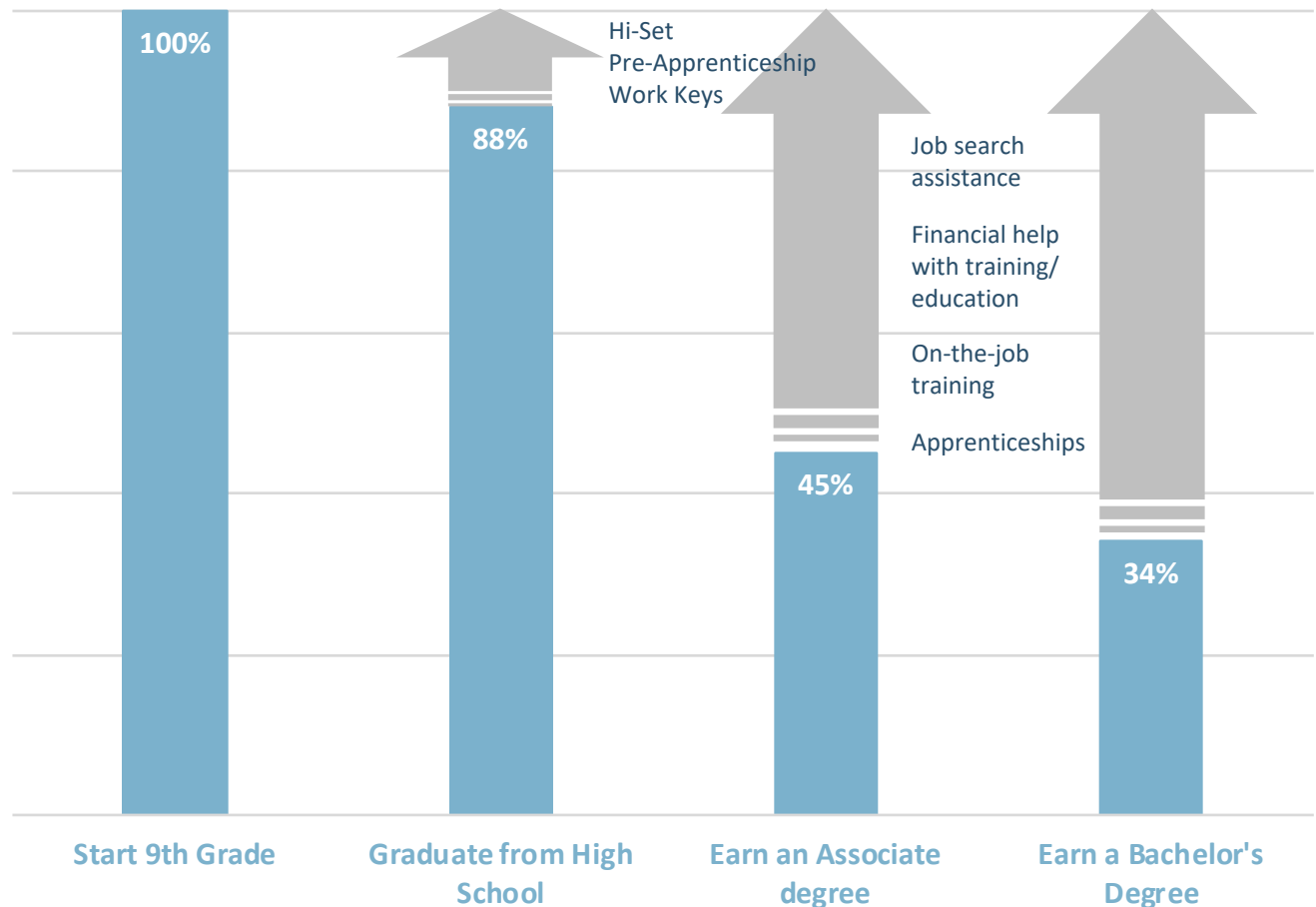
STRENGTHS

SYSTEM
 MORE PEOPLE
 MORE PRODUCTIVE

**OUR AGENCY IS
 UNIQUELY WELL-
 POSITIONED TO RISE
 TO THIS CHALLENGE.**

Department staff work across offices and with a network of partners to leverage the department's collective resources. The department distributes \$26 million in job training funds to local workforce development boards and retains a portion for statewide projects.

Virtual, on-demand credential programs such as CompTIA are an additional way to increase access to training and certification.



**OUR AGENCY IS
UNIQUELY WELL-
POSITIONED TO RISE
TO THIS CHALLENGE.**

2021 STRATEGIC PLAN



STRENGTHS

SYSTEM
MORE PEOPLE
MORE PRODUCTIVE

WE HAVE A LOT OF REACH.

We reach hundreds of thousands of Missourians every month through our department and niche websites. Our social media presence puts us in front of another 100-200 thousand sets of eyeballs every month. We're also on-site at about 100 high schools every year, and about 100,000 Missourians engage with our Job Center staff on an annual basis.

2021 STRATEGIC PLAN

270,000

peak monthly website hits

250,000

**publications shipped
to high schools annually**

STRENGTHS

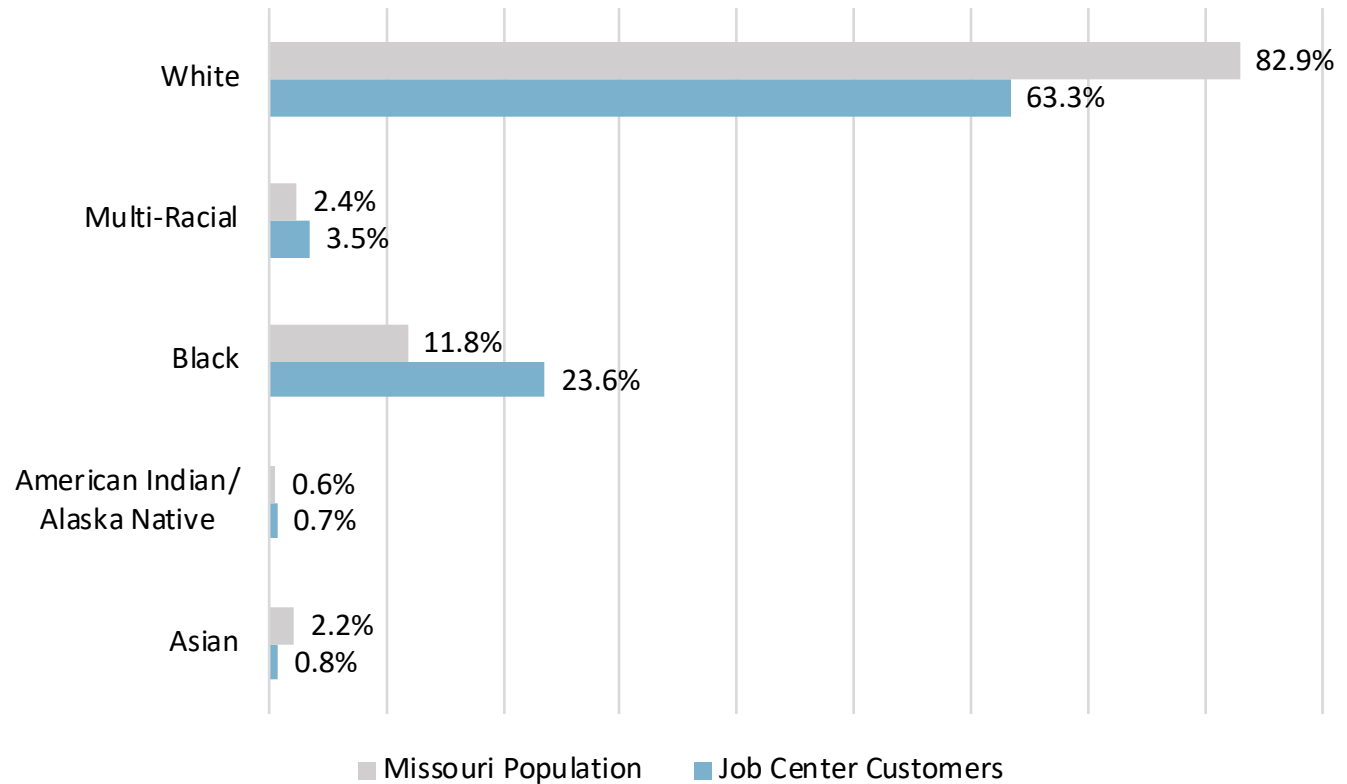
SYSTEM
MORE PEOPLE
MORE PRODUCTIVE

WE SERVE RACIALLY
DIVERSE
MISSOURIANS.

Job Center customers are
more racially diverse than
the Missouri population.

2021 STRATEGIC PLAN

JOB CENTER CUSTOMERS COMPARED TO MISSOURI POPULATION BY RACE



Job Center customer numbers are internal data from Program Year 2019. Missouri population data are from the U.S. Census Bureau, 2019 population estimates. [LINK](#).

STRENGTHS

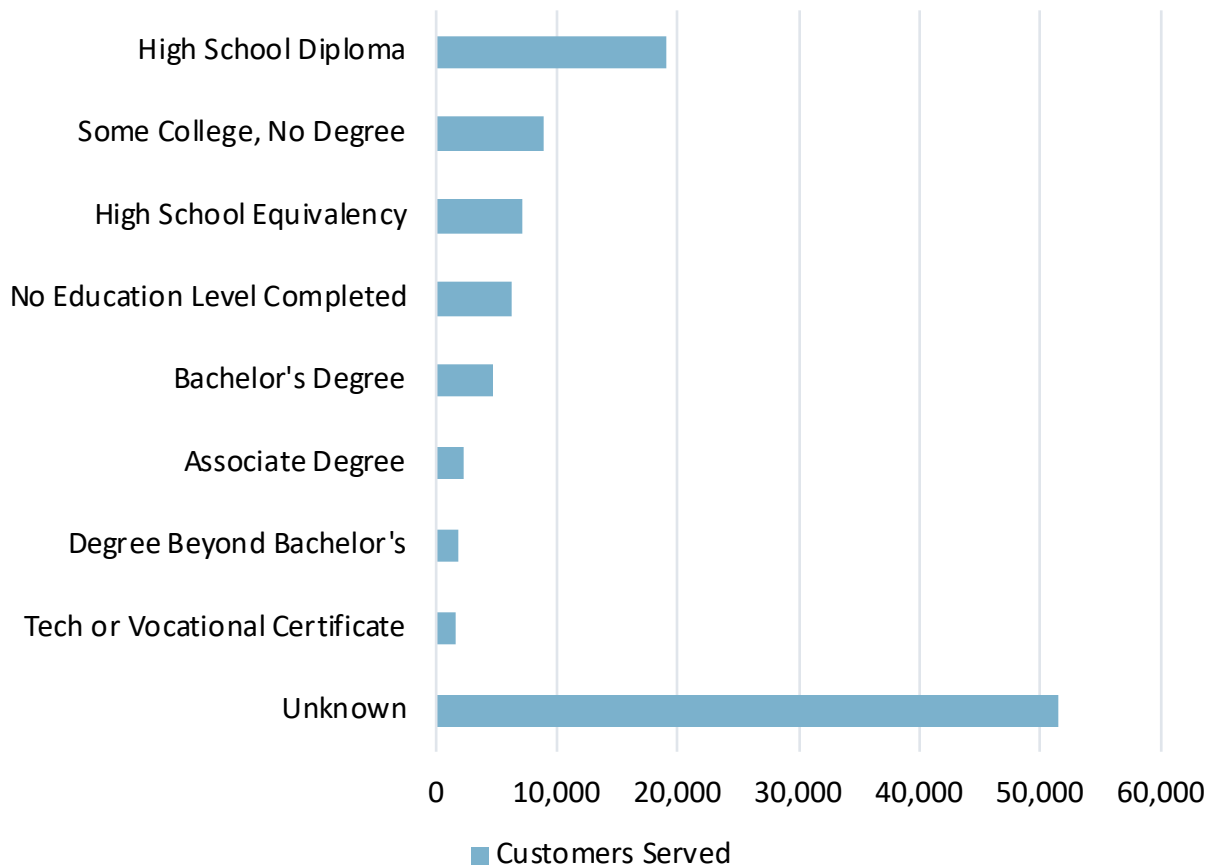
SYSTEM
MORE PEOPLE
MORE PRODUCTIVE

**WE WORK WITH THE
SOME COLLEGE, NO
DEGREE POPULATION.**

Almost 9,000 of the 100,000+ Job Center customers we serve annually have at least one year of college but no degree.

2021 STRATEGIC PLAN

JOB CENTER CUSTOMERS BY EDUCATION LEVEL



Internal department data. Job Center customer numbers are internal data from Program Year 2019.

STRENGTHS

SYSTEM
MORE PEOPLE
MORE PRODUCTIVE

PEOPLE APPRECIATE OUR SERVICE.

People who interact with DHEWD staff and programs consistently report high levels of satisfaction.

2021 STRATEGIC PLAN

4.8/5.0

Job Center customer satisfaction

85%

Customers say MERIC information is useful

98%

Students attending FAFSA Frenzy said it was worth their time

STRENGTHS

SYSTEM
MORE PEOPLE
MORE PRODUCTIVE

PEOPLE APPRECIATE OUR SERVICE.

Job Center customers provide feedback through a customer service satisfaction survey. Customers consistently rate their experience highly and provide very positive narrative feedback.

WITHOUT HER EFFORTS, I WOULD NEVER HAVE KNOWN. . .

“I didn’t know when I lost my job that I was eligible for the TAA program. Karen called and emailed multiple people on my previous team to inform all of us of the training benefit and the salary reimbursement program.”

HELP IN A VERY CONFUSING & FRUSTRATING SITUATION

“Please commend Pierre for his tremendous help. He was a rock through this whole procedure.”

HELPED KEEP ME MOTIVATED

“I can’t thank you guys enough for your help through my job search. Thank you Alfredo for all of your work and assistance.”

I AM GRATEFUL

“Kellie was extremely helpful and provided great information and feedback. I am grateful for Kellie’s help and direction. She should be promoted!”

STRENGTHS

SYSTEM
MORE PEOPLE
MORE PRODUCTIVE

OUR TEAM IS OFFERING VALUABLE PROGRAMS.

The Journey to College programs provide resources and guidance to counselors and college access professionals to help them assist students in applying to college, filing their FAFSA, and making decisions for life after high school.

2021 STRATEGIC PLAN

VALUABLE RESOURCES HELP
STUDENTS PLAN FOR COLLEGE
AND GIVE SCHOOL COUNSELORS TOOLS TO HELP STUDENTS

SITE COORDINATORS

"I greatly appreciate the valuable resources you provide for implementation of these programs! Thank you so much!"

"The manual is easy to use and provides suggestions that will get you started on your program while also adjusting for your population."

STUDENTS

"Without this, I wouldn't have filled out my FAFSA. I would have had no idea."

"Without this FAFSA Frenzy, I would have never been able to fill out my FAFSA forms. I am very thankful that this program was offered to me and I hope it can be offered to more students around the state."

2021 STRATEGIC PLAN

STRENGTHS

SYSTEM
MORE PEOPLE
MORE PRODUCTIVE

**OUR TEAM IS READY,
WILLING, AND ABLE
TO WORK TOWARD
OUR SHARED GOALS.**

The DHEWD team has worked to develop a culture that won't eat its strategy for breakfast. Quarterly surveys show that DHEWD staff feel better about the direction of the department, leadership, and other key indicators than their peers in other state agencies, and feel significantly better than they did immediately after the new department was created.

WE'RE ON BOARD.

Since 2019, employees' sense of shared vision has increased 24% and their sense of strategic clarity has increased 31%. Their sense of role clarity has increased 25%, and their sense of belonging to the organization has increased 24%.

WE'RE COMMITTED TO PROFESSIONAL DEVELOPMENT.

In the past year, DHEWD staff have completed more than 19,000 hours of professional development.

WE'RE ENGAGED.

DHEWD consistently leads state agencies in response rates to the quarterly pulse survey, with an average response rate of 97.5%.

More than 80% of staff open our weekly department email.

WE BRING TALENT IN.

The ratio of DHEWD employees who come to the department from other state agencies compared those who leave to work at another state agency is 2:1.

WE'RE DIVERSE.

21.1% of DHEWD staff are non-white. We're the third-most diverse agency in state government. Our employee demographics reflect the demographics of the state.

2021 STRATEGIC PLAN

STRENGTHS

SYSTEM
MORE PEOPLE WORKING
MORE PRODUCTIVE

What is contributing
to or hindering people
from being engaged in
the labor force?

WEAKNESSES/ THREATS

SYSTEM
MORE PEOPLE WORKING
MORE PRODUCTIVE

COVID-19

???
WEAKNESSES/THREATS
STRENGTHS

STRENGTHS

SYSTEM
MORE PEOPLE
MORE PRODUCTIVE

WE HAVE JOBS.

Missouri ranks 4th in the nation for new manufacturing facilities.

We have also been recognized as having business-friendly tax climate.

2021 STRATEGIC PLAN

MISSOURI IS GROWING AND ATTRACTING

BUSINESSES

TO INCREASE JOB OPPORTUNITIES

Missouri was 1st in the nation for small business wage growth in April and May 2021.

Missouri ranks 10th best in the U.S. for companies expanding to a new state.

STRENGTHS

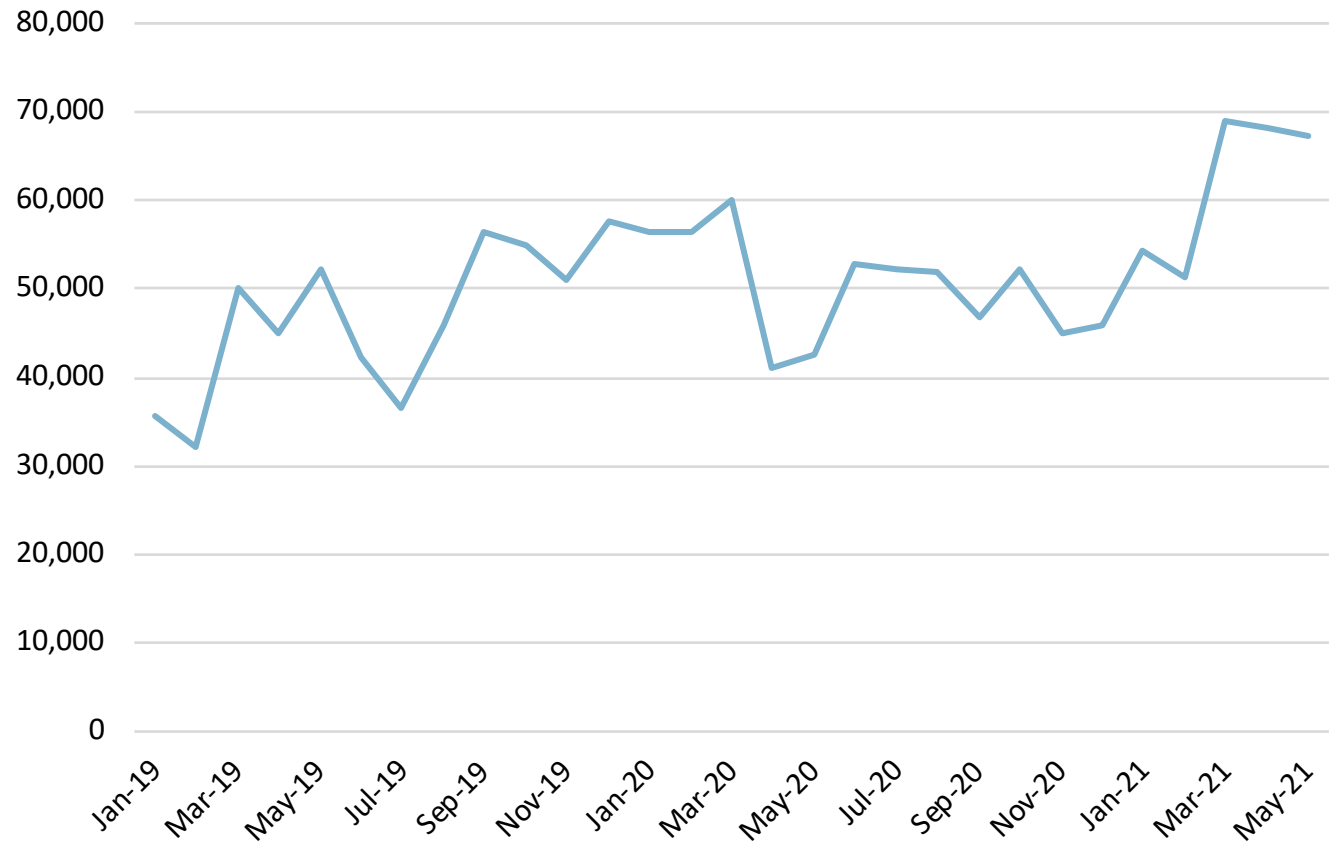
SYSTEM
MORE PEOPLE
MORE PRODUCTIVE

JOB POSTING ACTIVITY SHOWS RECOVERY AFTER COVID.

New online job postings for March through May of 2021 show positive signs of improvement in hiring activity.

2021 STRATEGIC PLAN

NUMBER OF ONLINE JOB POSTINGS MISSOURI, JANUARY 2019-MAY 2021



STRENGTHS

SYSTEM
MORE PEOPLE
MORE PRODUCTIVE

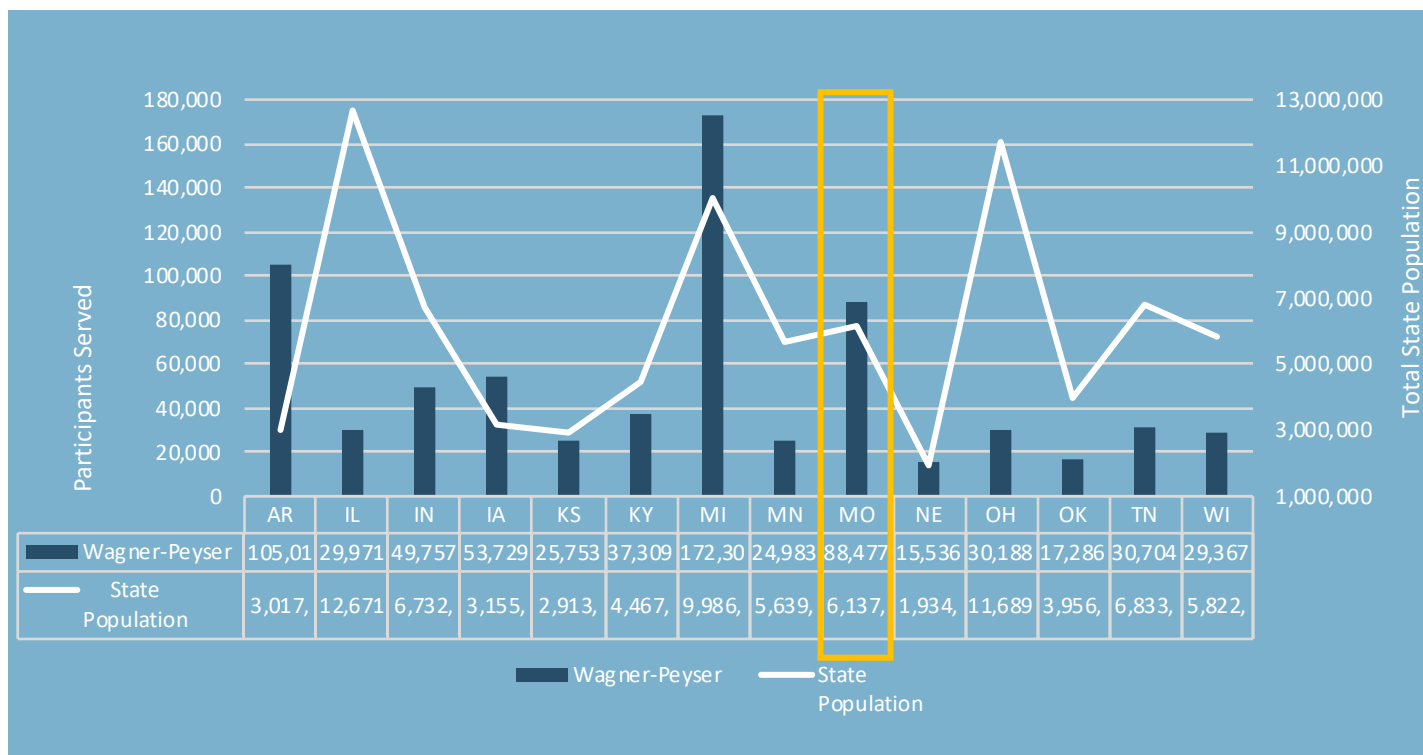
**WE PROVIDE JOB
SEARCH ASSISTANCE TO
MORE CITIZENS THAN
MOST MIDWESTERN
STATES.**

Wagner-Peyser is a federal program that offers basic career services to job-seekers, including resume assistance, job search support, and interview preparation. DHEWD Office of Workforce Development staff who work in Job Centers deliver most Wagner-Peyser services.

Missouri is 3rd among its Midwestern peers in Wagner-Peyser enrollments.

2021 STRATEGIC PLAN

JOB CENTER CUSTOMERS WHO SIGN UP FOR WAGNER-PEYSER JOB SEARCH ASSISTANCE COMPARED TO MIDWESTERN STATES, 2018-2019



STRENGTHS

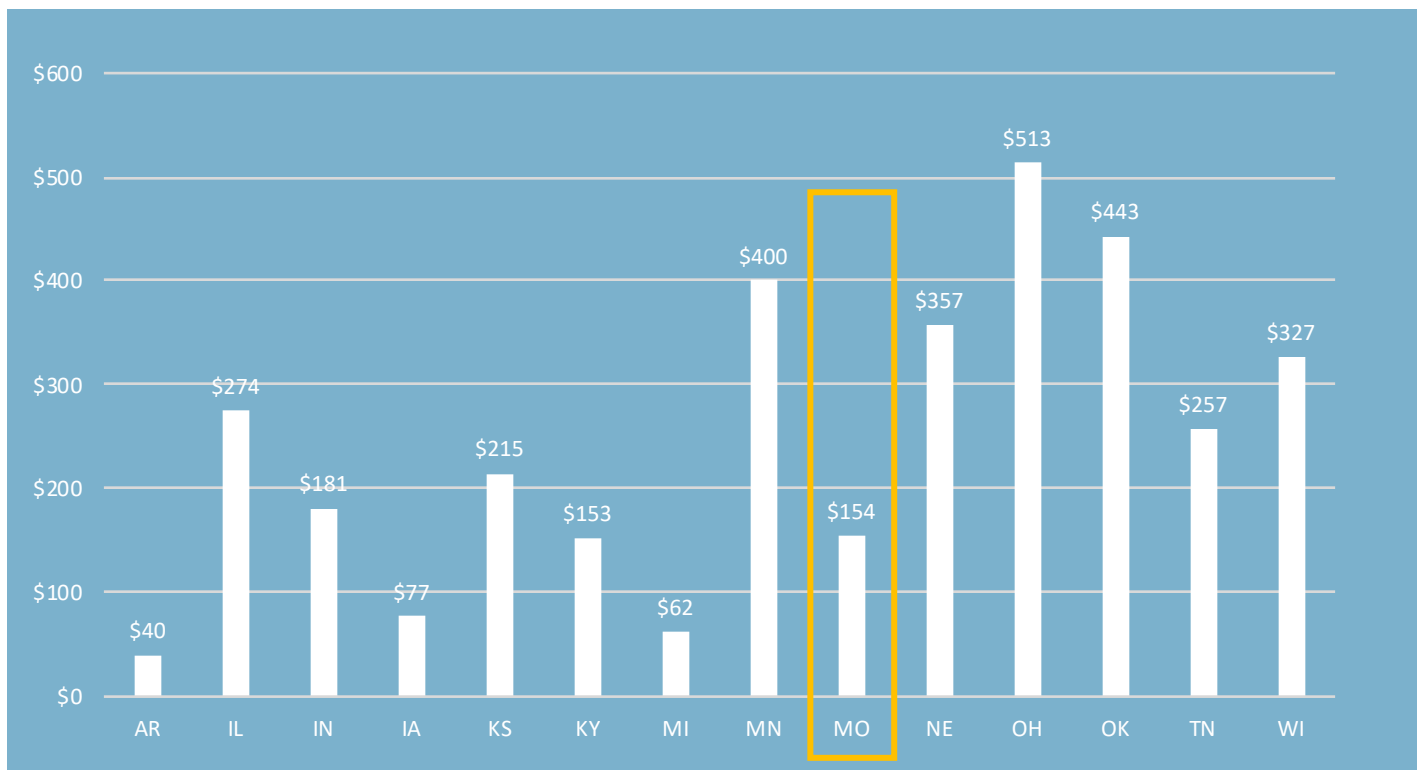
SYSTEM
 MORE PEOPLE
 MORE PRODUCTIVE

OUR JOB CENTERS ARE COST-EFFICIENT.

Missouri is 5th among its
 Midwestern peers in terms
 of expenditures per
 participant. DHEWD Office
 of Workforce Development
 staff who work in Job
 Centers deliver Wagner-
 Peyser services.

2021 STRATEGIC PLAN

EXPENDITURES PER WAGNER-PEYSER PARTICIPANT COMPARED TO MIDWESTERN STATES, 2018-2019



2021 STRATEGIC PLAN

STRENGTHS

SYSTEM
MORE PEOPLE WORKING
MORE PRODUCTIVE

How is Missouri
positioning itself to
help people be more
productive?

WEAKNESSES/ THREATS

SYSTEM
MORE PEOPLE WORKING
MORE PRODUCTIVE

COVID-19

???
WEAKNESSES/THREATS
STRENGTHS

STRENGTHS

SYSTEM
MORE PEOPLE
MORE PRODUCTIVE

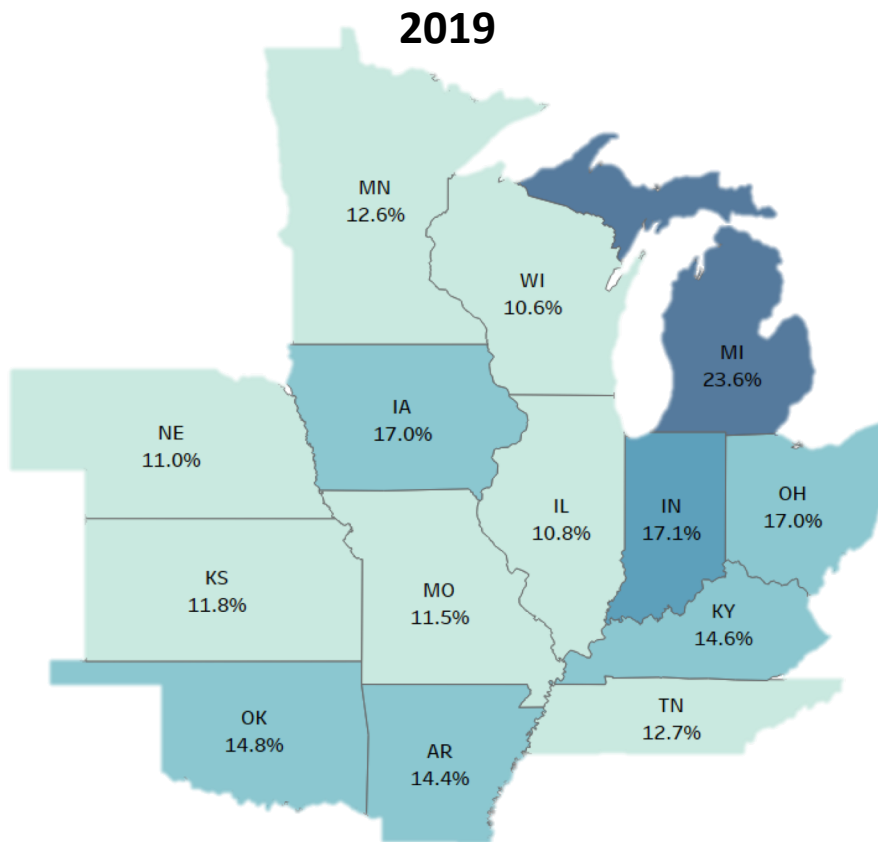
**ONE YEAR OF TUITION
AND FEES = ABOUT A
TENTH OF THE
AVERAGE FAMILY'S
ANNUAL INCOME.**

That puts us at 23rd
nationally and 4th among
our Midwestern peers.
Wisconsin, Illinois, and
Nebraska are more
affordable on this
measure. They have
higher tuition (but also
higher family incomes).

2021 STRATEGIC PLAN

“SHARE OF WALLET”

**PUBLIC SECTOR TUITION & FEES PER FTE STUDENT
AS A PERCENT OF STATE MEDIAN HOUSEHOLD INCOME**



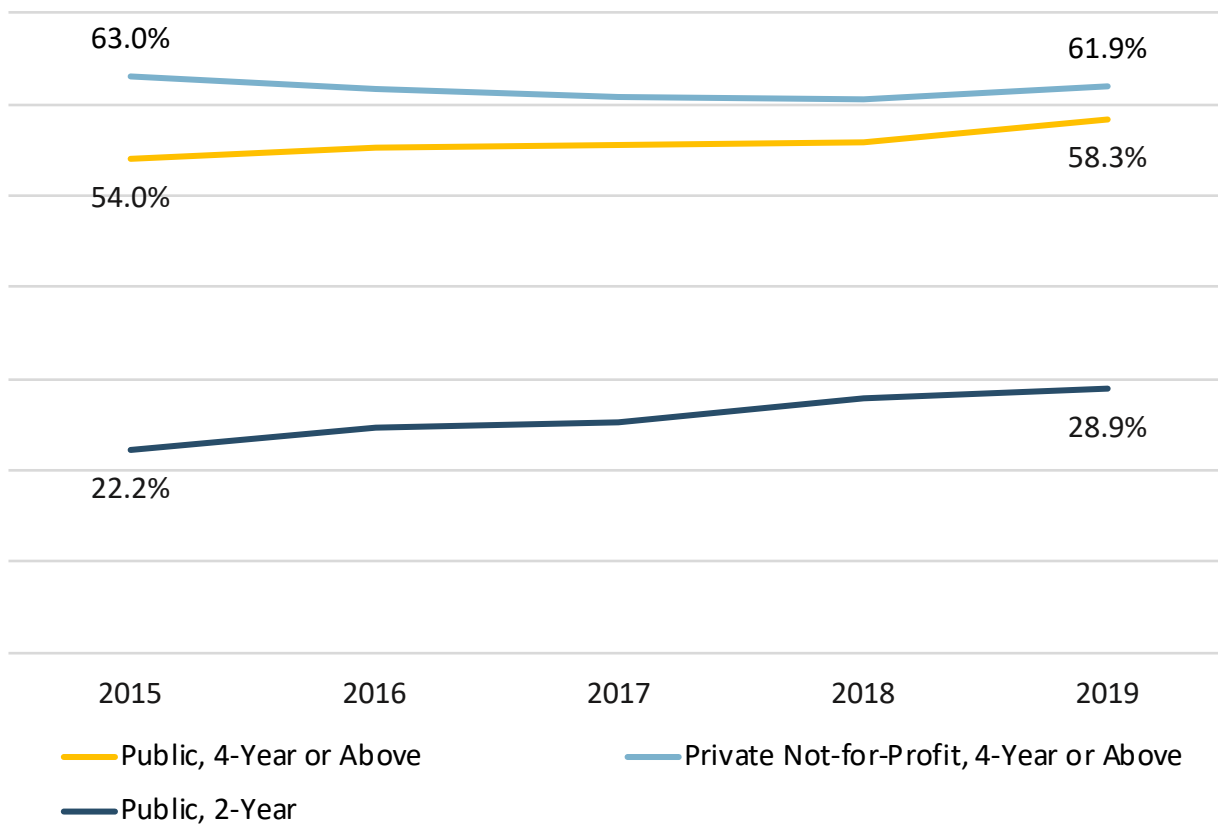
STRENGTHS

SYSTEM
MORE PEOPLE
MORE PRODUCTIVE

GRADUATION RATES
AT PUBLIC
INSTITUTIONS ARE
INCREASING, AND
STAYING HIGH AT
PRIVATE
INSTITUTIONS.

2021 STRATEGIC PLAN

GRADUATION RATES OF MISSOURI STUDENTS



STRENGTHS

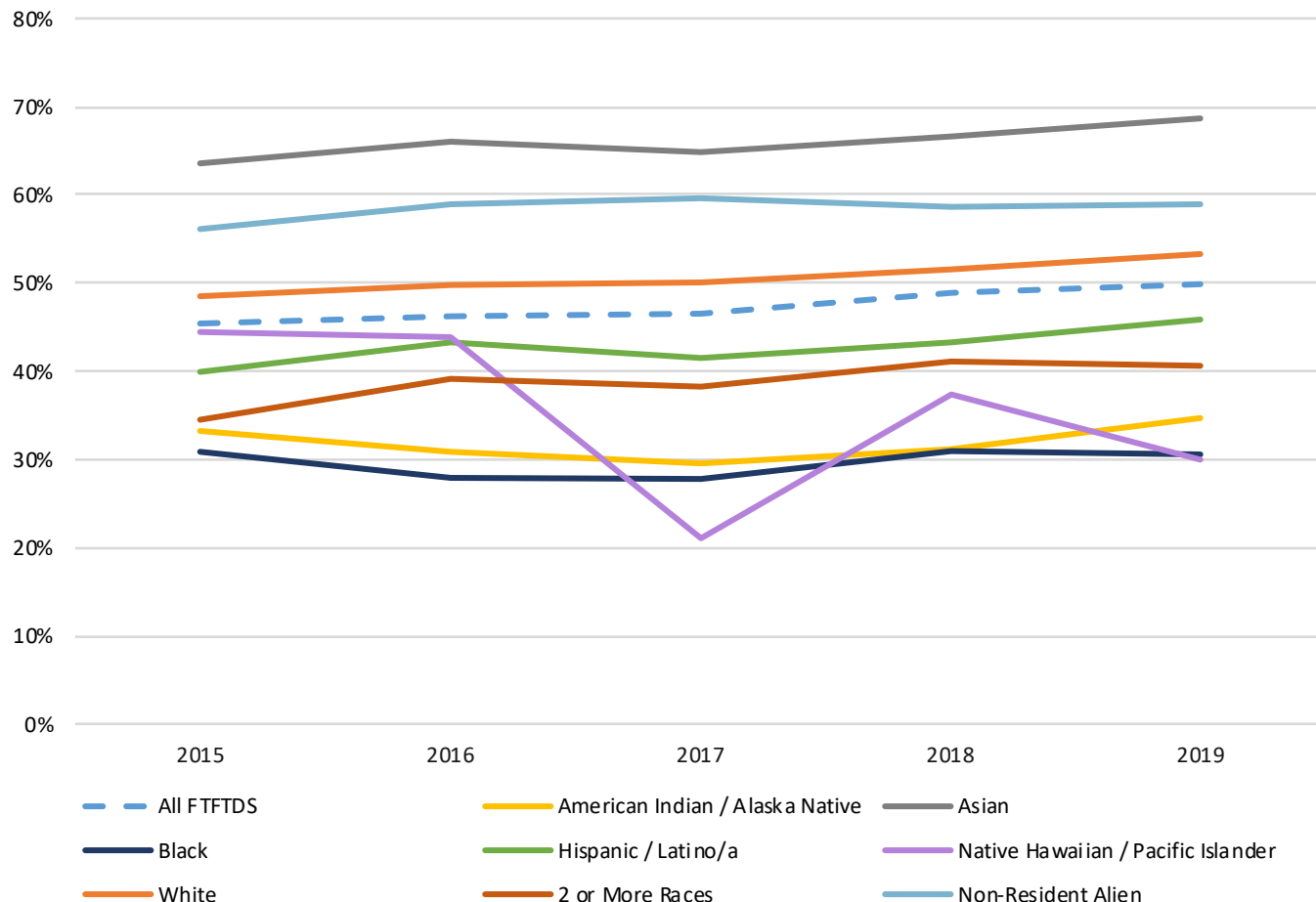
SYSTEM
MORE PEOPLE
MORE PRODUCTIVE

FOR MOST RACIAL GROUPS, GRADUATION RATES HAVE TRENDED UP – ALTHOUGH CONCERNING DIFFERENCES BETWEEN GROUPS PERSIST.

Rates for Black students are about where they were in 2014-15, and Native Hawaiian / Pacific Islanders are a very small group – only 21 graduates statewide in 2018-19.

2021 STRATEGIC PLAN

GRADUATION RATES OF MISSOURI STUDENTS BY RACE



STRENGTHS

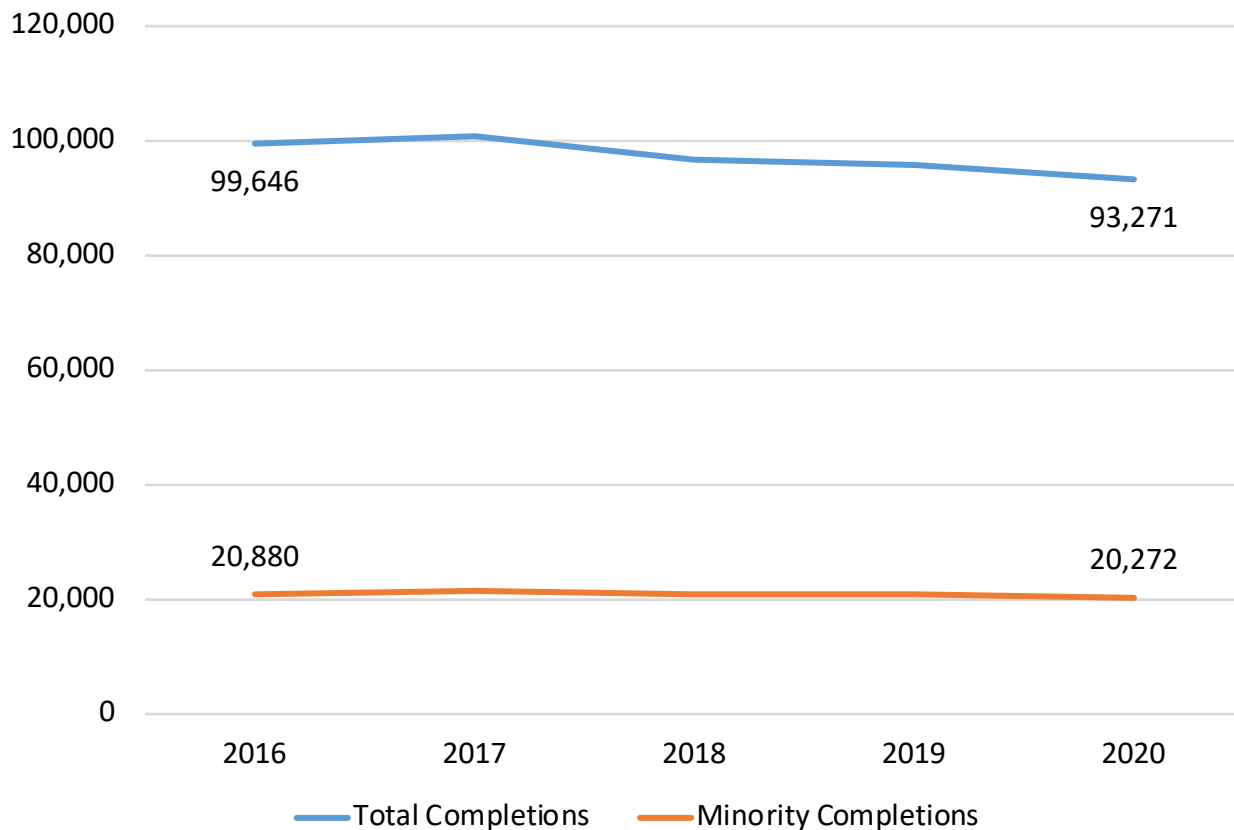
SYSTEM
MORE PEOPLE
MORE PRODUCTIVE

**TOTAL DEGREES
AND CERTIFICATES
AWARDED BY ALL
DEGREE-GRANTING
INSTITUTIONS HAVE
BEGUN TO DECLINE
ALONG WITH
ENROLLMENT.**

However, completions by
minority groups have so
far remained largely
stable.

2021 STRATEGIC PLAN

TOTAL NUMBER OF DEGREES AND CERTIFICATES ISSUED BY MISSOURI INSTITUTIONS



STRENGTHS

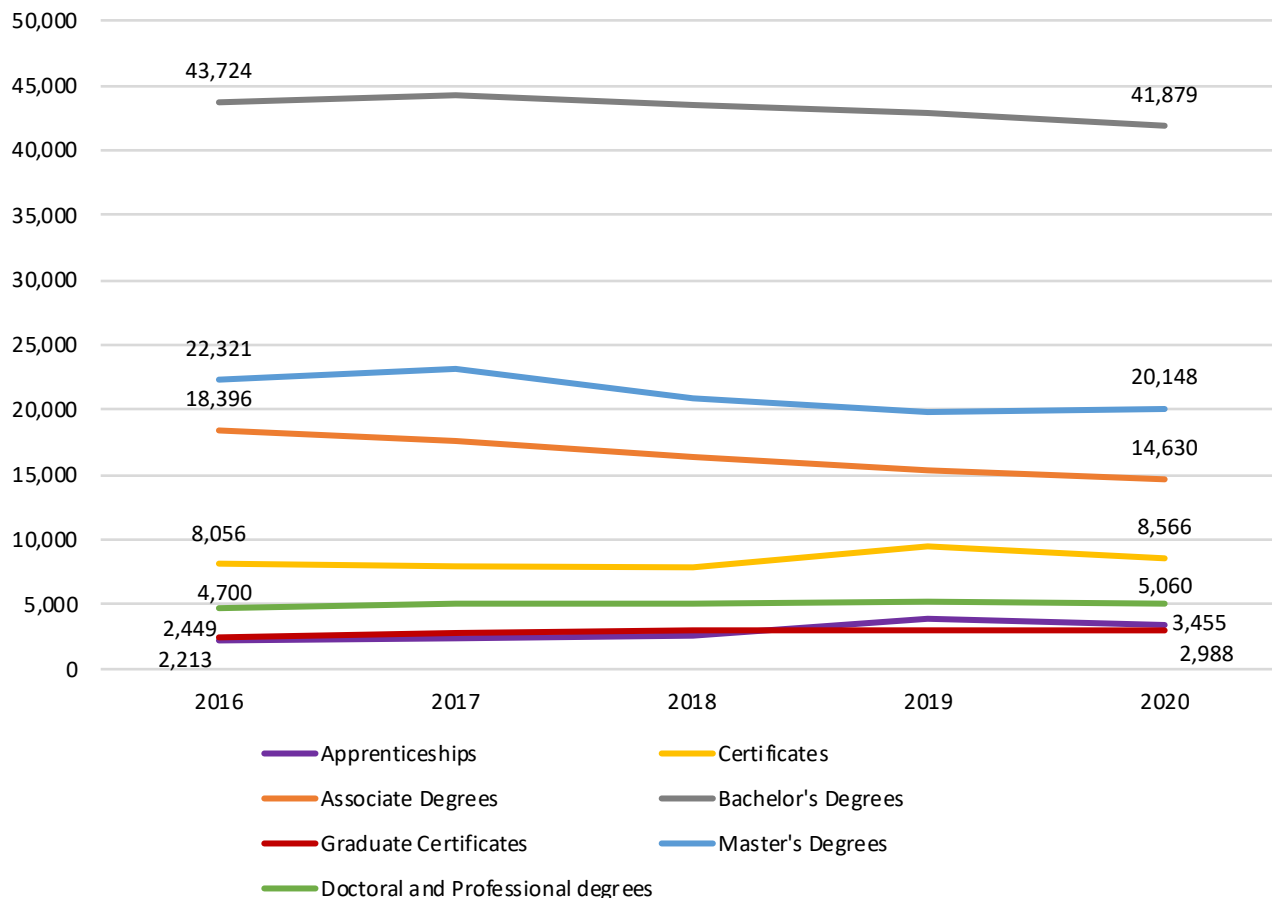
SYSTEM
MORE PEOPLE
MORE PRODUCTIVE

**ALTHOUGH
ENROLLMENT
DECLINES HAVE
DRAGGED DOWN
MOST COMPLETION
TOTALS,
CERTIFICATES AND
APPRENTICESHIPS
HAVE BEEN
INCREASING.**

Associate degrees (-20.5%) and bachelor's degrees (-4.2%) declined at all degree-granting institutions from 2015-16 to 2019-20. Certificates have, however, increased - with a slight dip in 2020.

2021 STRATEGIC PLAN

NUMBER OF DEGREES AND CERTIFICATES ISSUED BY MISSOURI INSTITUTIONS BY LEVEL



STRENGTHS

SYSTEM
MORE PEOPLE
MORE PRODUCTIVE

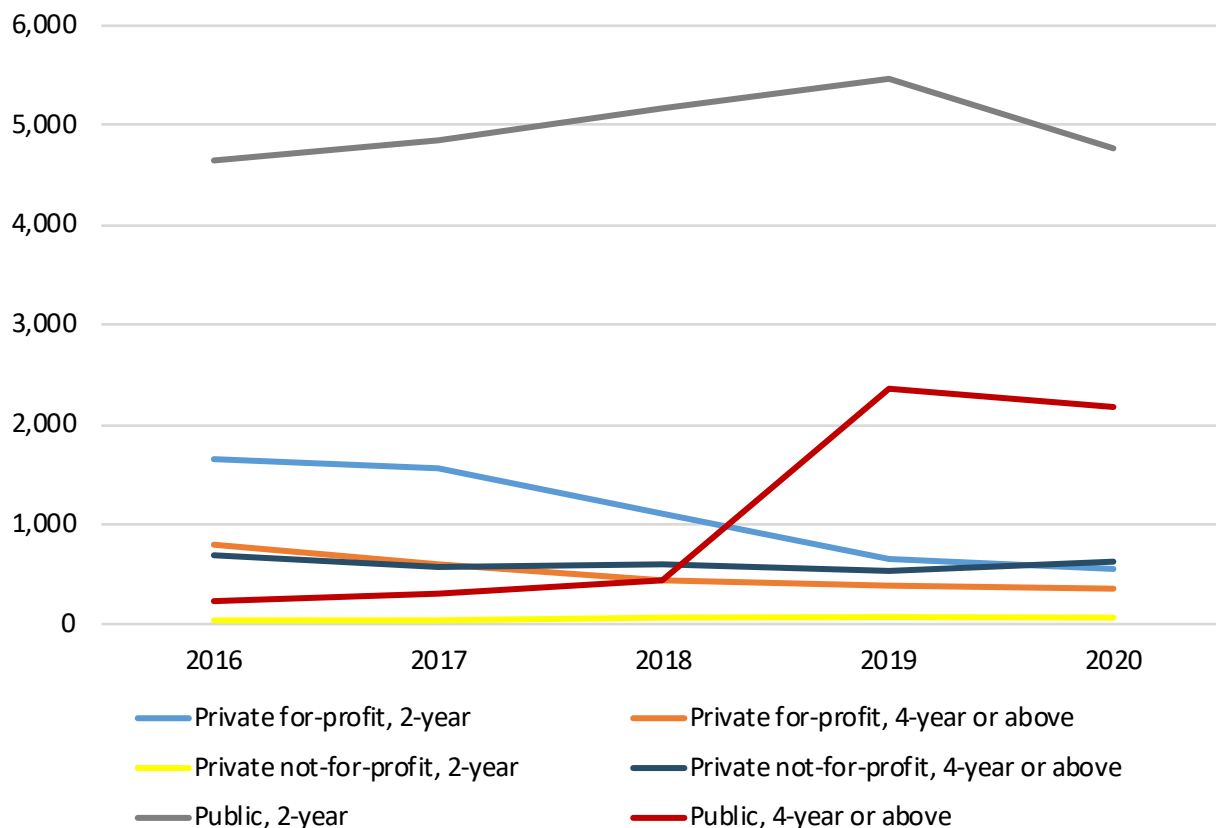
COMMUNITY COLLEGES OFFER MOST UNDERGRAD CERTIFICATES, AND THOSE NUMBERS WERE INCREASING UNTIL 2020.

Overall, undergraduate credit-bearing certificates are up 6.3% from 2015-16 to 2019-20.

In that period certificates have increased 2.6% at public two-year colleges. The University of Missouri began awarding a certificate in Multicultural Studies in 2018-19.

2021 STRATEGIC PLAN

NUMBER OF UNDERGRADUATE CERTIFICATES ISSUED BY MISSOURI INSTITUTIONS



STRENGTHS

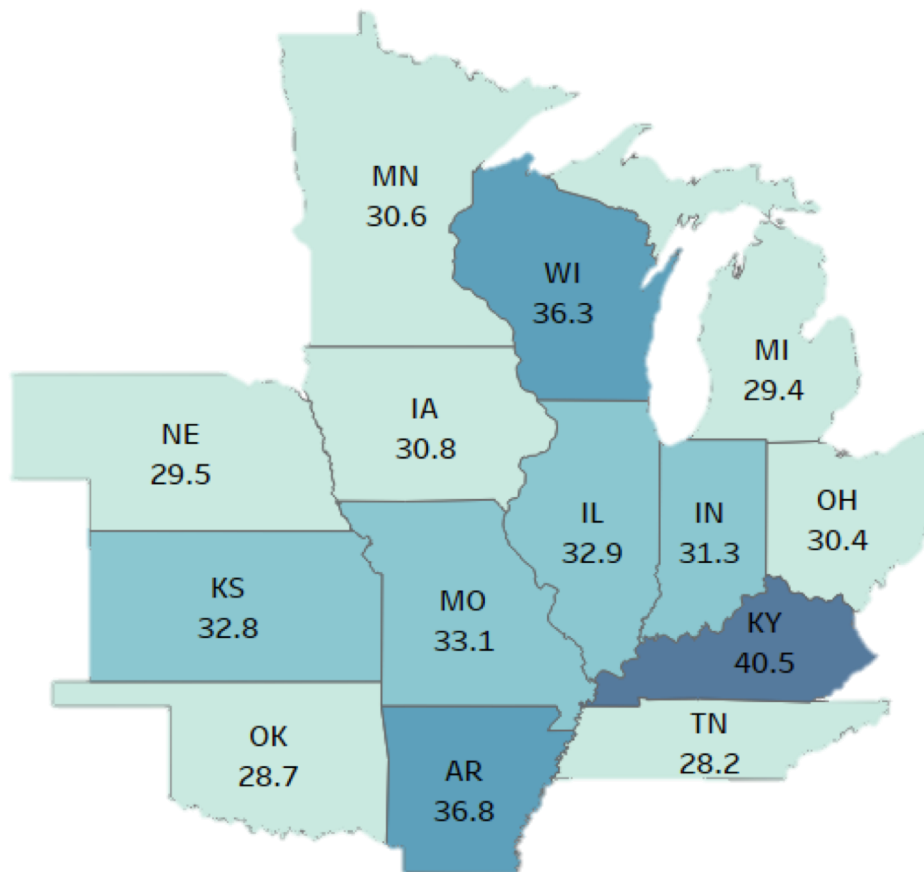
SYSTEM
MORE PEOPLE
MORE PRODUCTIVE

**MISSOURI IS IN THE
TOP TEN STATES IN
THE NATION FOR
COMPLETIONS PER
100 FTE.**

Across all award levels and degree-granting institutions, Missouri ranks 4th among Midwestern peers and 8th in the U.S.

2021 STRATEGIC PLAN

NUMBER OF STUDENTS WHO EARN A CREDENTIAL PER 100 FULL-TIME EQUIVALENT STUDENTS ALL AWARD LEVELS AND INSTITUTIONS 2019



STRENGTHS

SYSTEM
MORE PEOPLE
MORE PRODUCTIVE

**MISSOURI IS 4TH IN
THE U.S. FOR
COMPLETIONS AT
PUBLIC
UNIVERSITIES PER
100 FTE.**

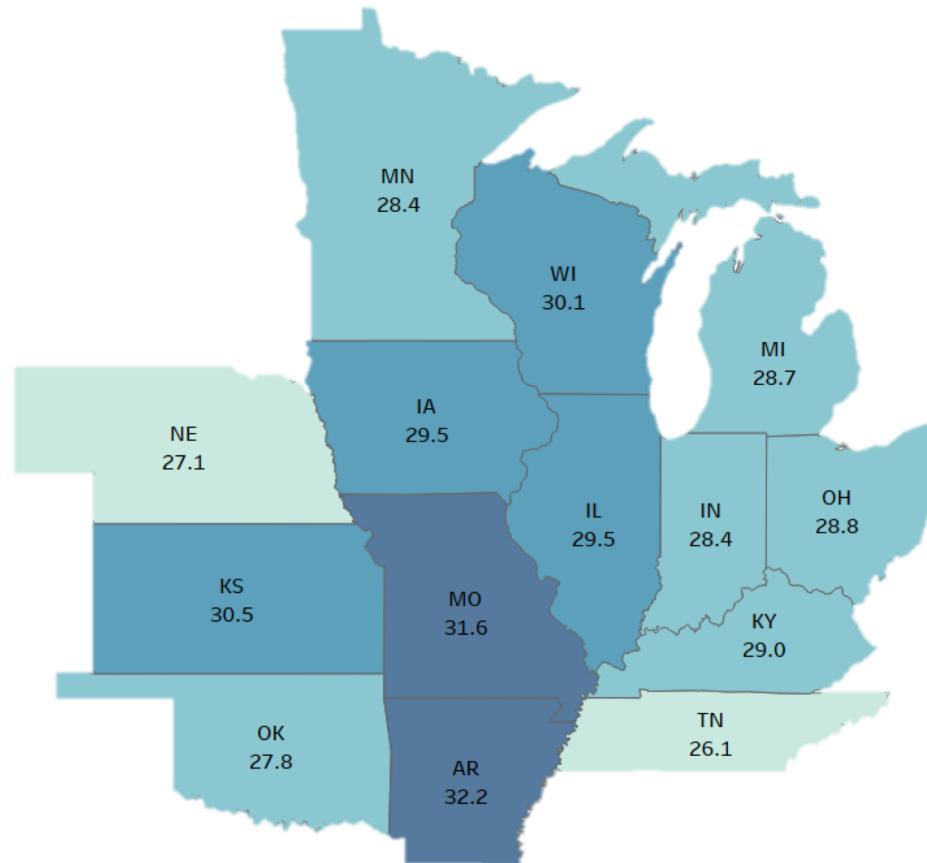
Missouri ranks even better when considering only public universities, ranking 2nd among Midwestern peers and 4th in the U.S.

2021 STRATEGIC PLAN

NUMBER OF STUDENTS WHO EARN A CREDENTIAL
PER 100 FULL-TIME EQUIVALENT STUDENTS

PUBLIC UNIVERSITIES

2019



STRENGTHS

SYSTEM
MORE PEOPLE
MORE PRODUCTIVE

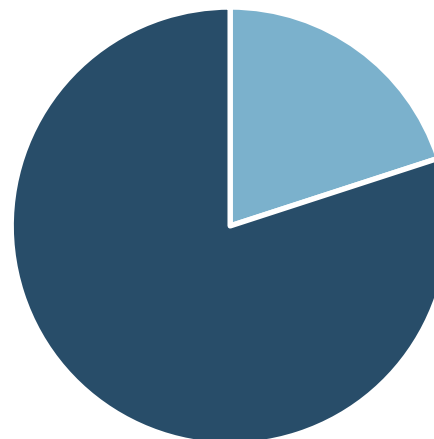
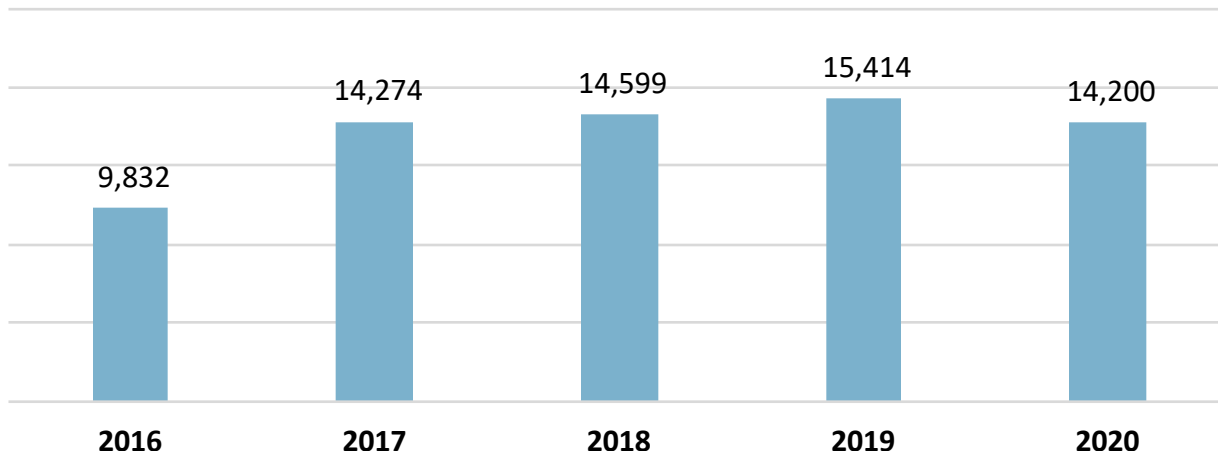
**MISSOURI LEADS IN
APPRENTICESHIPS,
AND WE'RE WORKING
ON DIVERSITY.**

Although growth was impacted by COVID in 2020, Missouri sustained 2nd in the nation status in completed apprentices and new apprentices for the second year in a row.

We are also working with partners such as local workforce development boards, high schools, community providers, state agencies including the Department of Corrections, community action agencies, STL-KC Carpenters Council, and Missouri AFL-CIO to increase apprentice diversity.

2021 STRATEGIC PLAN

NUMBER OF MISSOURIANS ENROLLED IN APPRENTICESHIPS



20%
in underrepresented
populations

STRENGTHS

SYSTEM
MORE PEOPLE
MORE PRODUCTIVE

**APPRENTICESHIPS
OFFER
OPPORTUNITIES IN
INCREASINGLY
DIVERSE FIELDS.**

While apprenticeships are often associated with the skilled trades, participation in non-trade apprenticeships is growing.

For example, health information management business analyst is a top occupation for active Missouri apprenticeships, along with more traditional occupations like carpenters and electricians.

2021 STRATEGIC PLAN

NAICS Industry	Current Active Apprentices
Construction	7,175
Educational Services	3,097
Public Administration	1,699
Information Technology	810
Utilities	451
Transportation and Warehousing	184
Health Care and Social Assistance	139
Manufacturing	130
Other Services (except Public Administration)	83
Administrative and Support and Waste Management and Remediation Services	63
Professional, Scientific, and Technical Services	41
Wholesale Trade	14



JIMMY CLARKE
Senior Director of
State Policy
HCM Strategists

2021 STRATEGIC PLAN

Reflections and Conversation



JIMMY CLARKE
Senior Director of
State Policy
HCM Strategists

2021 STRATEGIC PLAN BREAK

**RECONVENE AT
10:30 A.M. SHARP**

AGENDA

10:30-11:00 a.m.	Reaching Higher in a State of Change: Indiana's Agenda for Higher Education Teresa Lubbers, Commissioner of Higher Education, State of Indiana <i>We will have about 5 minutes of Q&A at the conclusion of Commissioner Lubbers' remarks.</i>
11:00-11:30 a.m.	Analysis of Weaknesses/Threats Veronica Gielazauskas and Zora Mulligan, DHEWD <i>Board members, feel free to pause the presentation and ask questions at any time. Others, please use the chat.</i> <i>We'll pause at the end of this section to discuss questions and comments received in chat and, if time allows, open the floor for discussion.</i>
11:30 a.m.-12:00 p.m.	Opportunities, Conclusion, and Next Steps



TERESA LUBBERS
Commissioner of
Higher Education
State of Indiana

2021 STRATEGIC PLAN

REACHING HIGHER IN A STATE OF CHANGE: Indiana's Agenda for Higher Education



ZORA MULLIGAN

Commissioner of
Higher Education



**VERONICA
GIELZAUSKAS**

Assistant Commissioner
for Performance &
Strategy

2021 STRATEGIC PLAN

Analysis of Weaknesses/ Threats

2021 STRATEGIC PLAN

STRENGTHS

SYSTEM
MORE PEOPLE WORKING
MORE PRODUCTIVE

WEAKNESSES/ THREATS

SYSTEM
MORE PEOPLE WORKING
MORE PRODUCTIVE

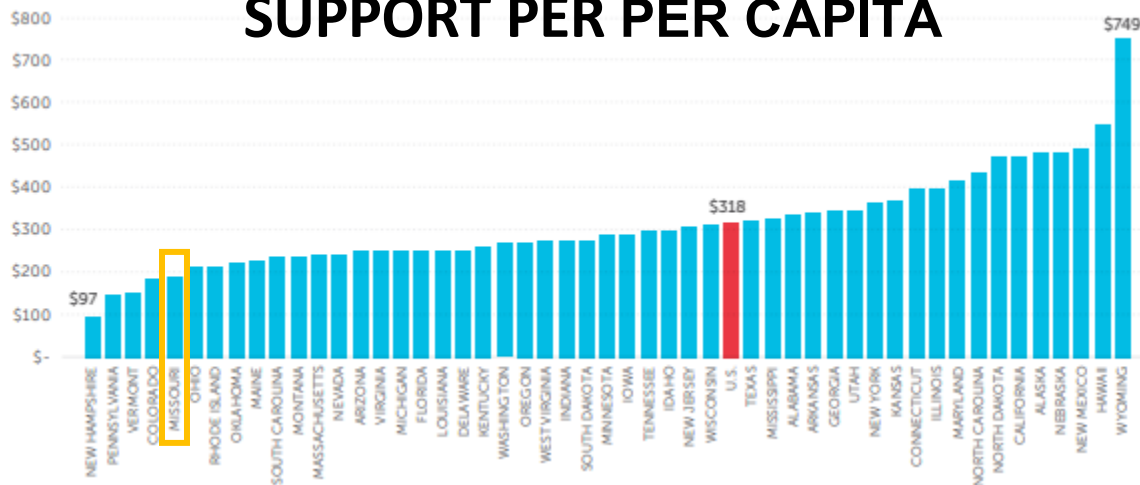
The system shapes the environment in which we work and is not always easily changed. It works both with and against us.

COVID-19

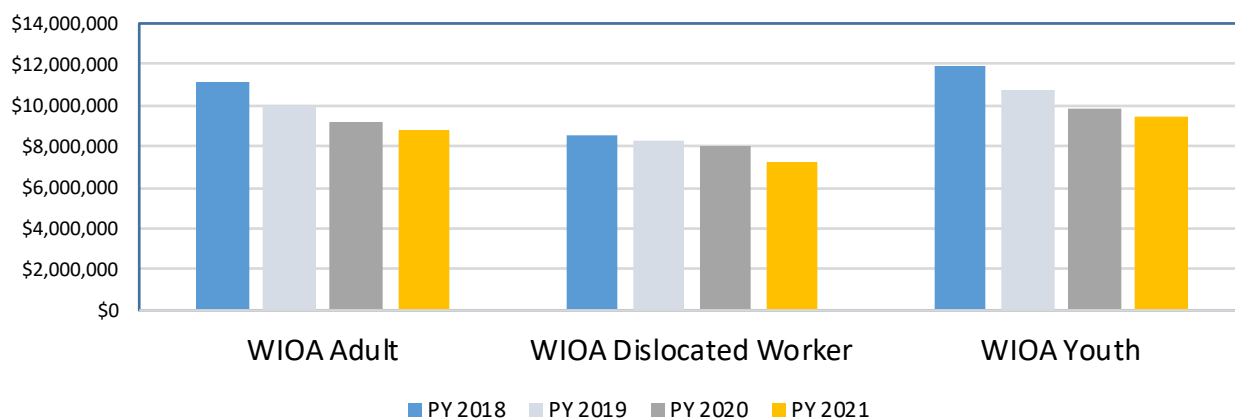
???
WEAKNESSES/THREATS
STRENGTHS

2021 STRATEGIC PLAN

STATE PUBLIC HIGHER EDUCATION SUPPORT PER PER CAPITA



FEDERAL WIOA FUNDING



Although there is some good news, constrained funding for higher education, student financial aid, and the public workforce system has limited our ability to make progress.

2021 STRATEGIC PLAN

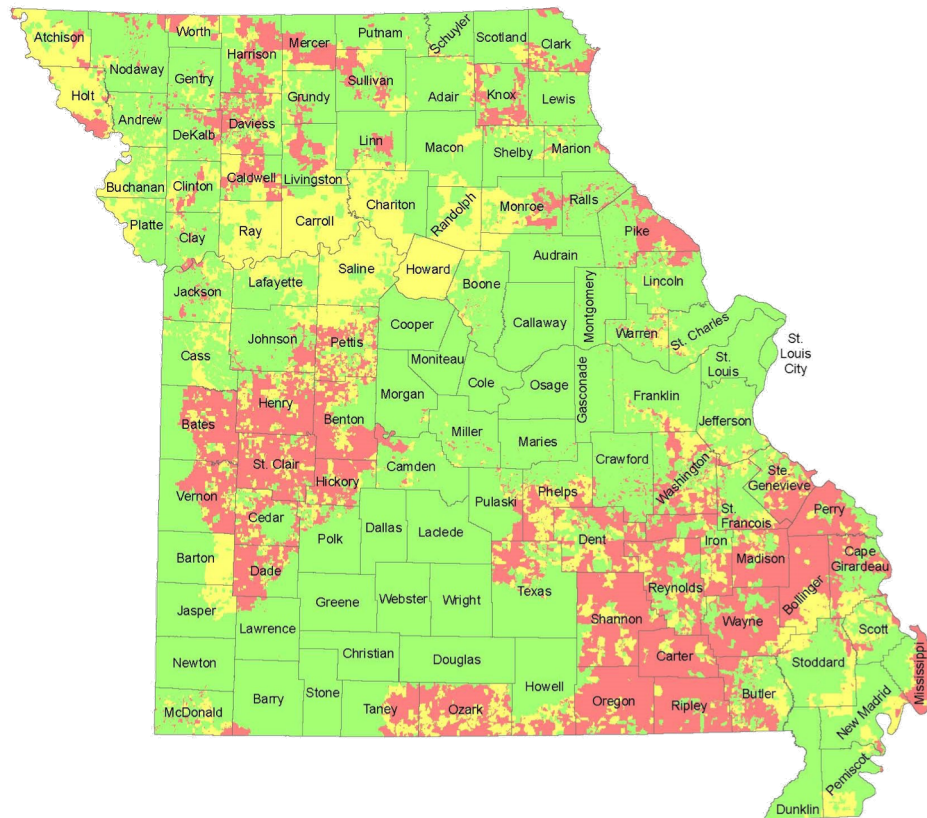
WEAKNESSES/ THREATS

SYSTEM
MORE PEOPLE
MORE PRODUCTIVE

**MANY AREAS
AROUND THE STATE
LACK ACCESS TO
HIGH-SPEED
INTERNET.**

Although most underserved areas are in rural parts of the state, relatively populous counties like Jackson, Cape Girardeau, and others still have pockets of low access.

BROADBAND ACCESS



- Served are Census Blocks served with broadband \geq 25Mbps download, 3Mbps upload
- Underserved is \geq 10Mbps/1Mbps
- Unserved is $<$ 10Mbps/1Mbps

WEAKNESSES/ THREATS

SYSTEM
MORE PEOPLE
MORE PRODUCTIVE

WE'RE MAKING
PROGRESS ON
BROADBAND, BUT IT
CONTINUES TO BE A
BIG ISSUE.

2021 STRATEGIC PLAN

Increased
state broadband
access ranking
by **9 slots**

Ranked
32nd
nationwide for
broadband
access

Down from
586,630
Missourians
in 2018

392,364
unserved or
underserved
households

2021 STRATEGIC PLAN

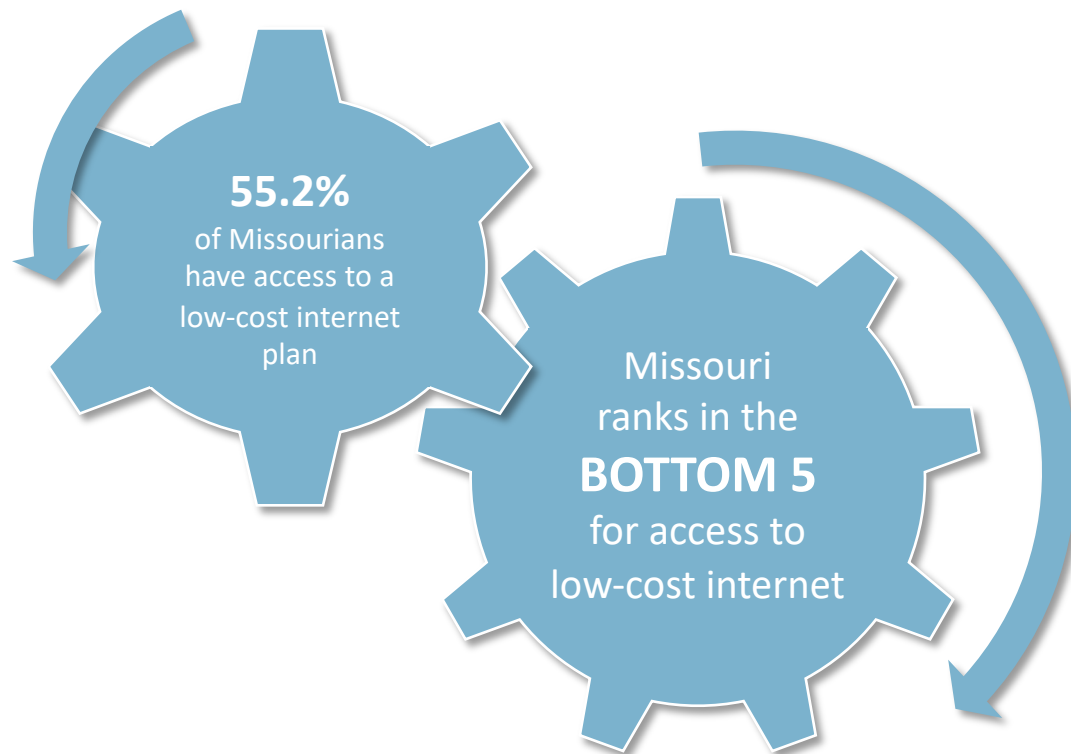
WEAKNESSES/ THREATS

SYSTEM

MORE PEOPLE

MORE PRODUCTIVE

WE'RE MAKING
PROGRESS ON
BROADBAND, BUT IT
CONTINUES TO BE A
BIG ISSUE.



2021 STRATEGIC PLAN

WEAKNESSES/ THREATS

SYSTEM
MORE PEOPLE
MORE PRODUCTIVE

MANY OF THE PEOPLE
WE NEED TO SERVE
FACE SIGNIFICANT
OBSTACLES.

HOMELESSNESS

In 2019, about 6,000 Missourians experienced homelessness. Black and multiracial Missourians were disproportionately likely to experience homelessness.

Sources: Missouri Interagency Council on Homelessness, [LINK](#); U.S. Census Bureau, [LINK](#)

HUNGER

About 800,000 Missourians face hunger and food insecurity.

Sources: [Feeding Missouri Economic Research and Information Center](#); University of Missouri [Hunger Atlas](#)

DISABILITY

29.1% of adult Missourians have a disability, compared with 25.6% nationally. Individuals who have disabilities are significantly less likely to be employed, hold bachelor's degrees, and more likely to live in poverty.

Sources: Centers for Disease Control & Prevention, [LINK](#); Cornell University 2018 Disability Status Report, [LINK](#)

MENTAL ILLNESS

22.7% of Missouri adults reported experiencing mental illness in 2019, compared to 19.9% nationwide. The number of Missourians who experienced mental health crises increased with the onset of the COVID-19 pandemic, hitting women and those between 18-44 years old especially hard.

Sources: Kaiser Family Foundation, [LINK](#); Missouri Department of Health & Senior Services Social Impacts of COVID-19 Dashboard, [LINK](#)

2021 STRATEGIC PLAN

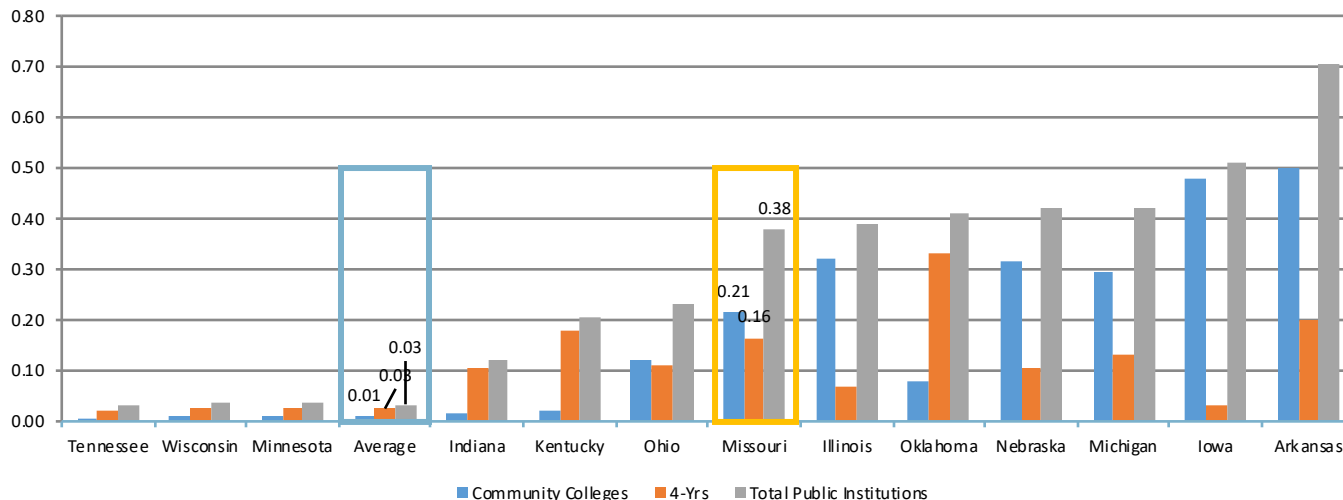
WEAKNESSES/ THREATS

SYSTEM
MORE PEOPLE
MORE PRODUCTIVE

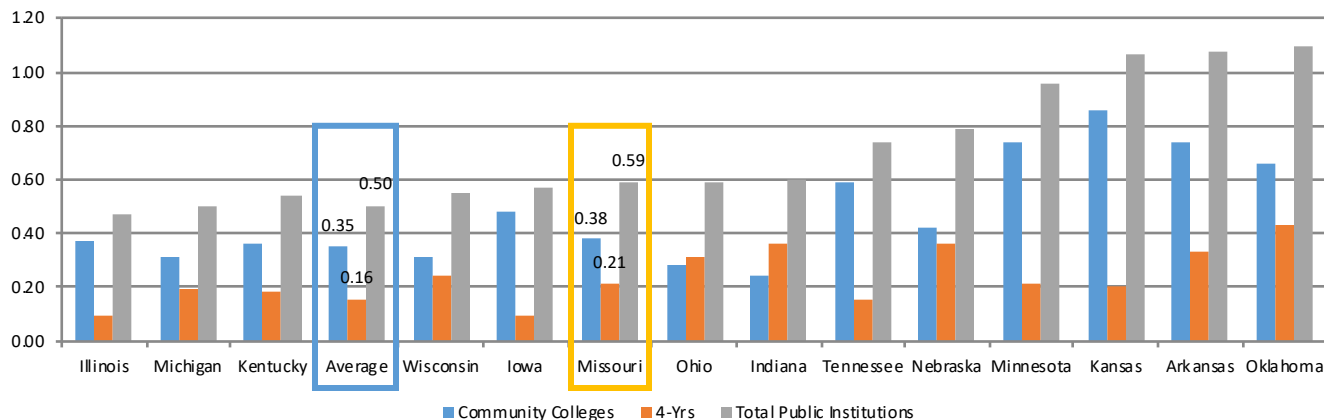
WE ARE BY DESIGN A
STATE THAT DEFERS
TO LOCAL DECISION-
MAKERS AND
GOVERNING BOARDS.

IN HIGHER
EDUCATION, ALL
FINANCIAL
INCENTIVES DRIVE
COMPETITION.

PUBLIC INSTITUTIONS PER 100,000 RESIDENTS



PUBLIC CAMPUSES PER 100,000 RESIDENTS



2021 STRATEGIC PLAN

STRENGTHS

SYSTEM
MORE PEOPLE WORKING
MORE PRODUCTIVE

WEAKNESSES/ THREATS

SYSTEM
MORE PEOPLE WORKING
MORE PRODUCTIVE

What is contributing
to or hindering people
from being engaged in
the labor force?

COVID-19

???
WEAKNESSES/THREATS
STRENGTHS

2021 STRATEGIC PLAN

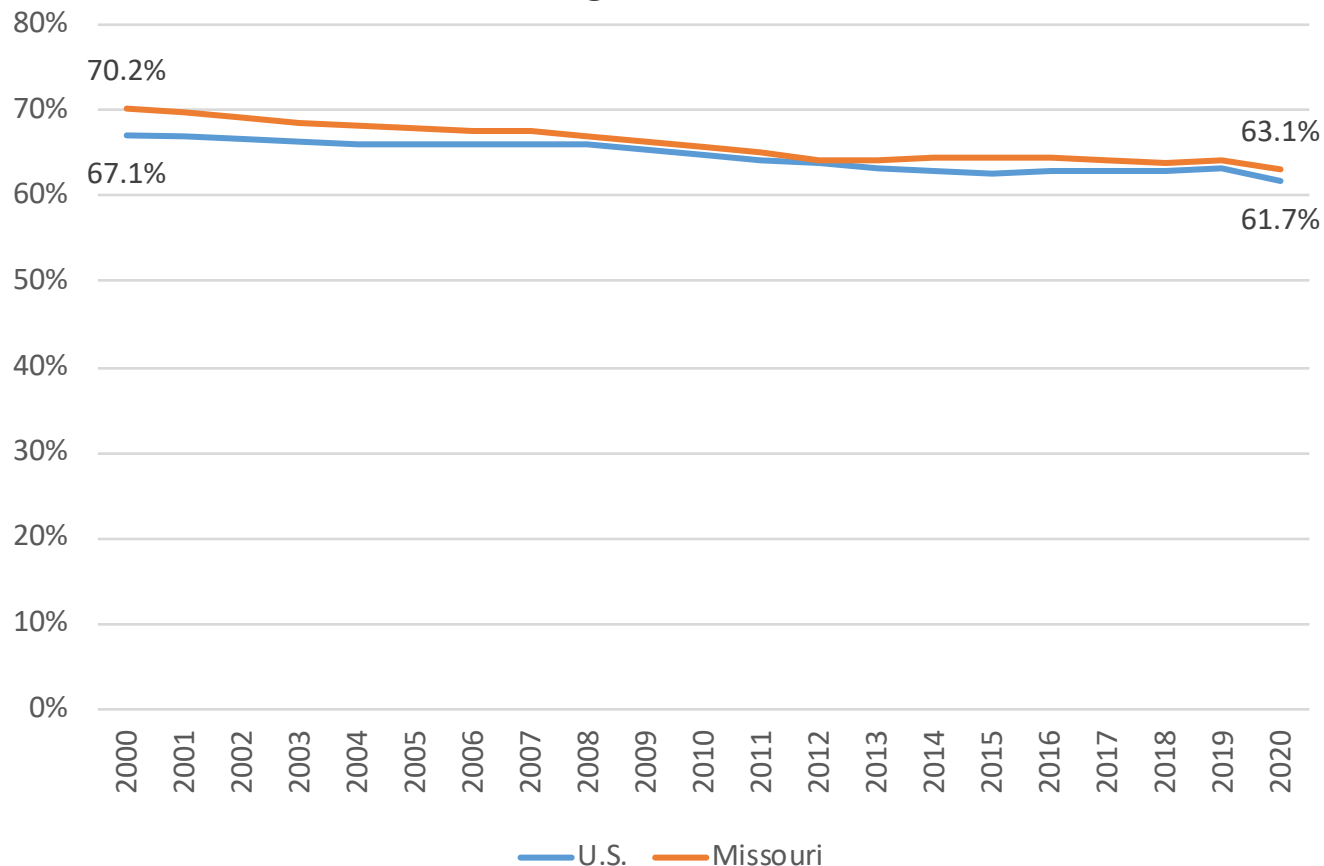
WEAKNESSES/ THREATS

SYSTEM
MORE PEOPLE
MORE PRODUCTIVE

**LABOR FORCE
PARTICIPATION HAS
BEEN DECLINING IN
MISSOURI (AND THE
U.S.) FOR TWO
DECADES.**

This trend was accelerated by the COVID pandemic. We have not fully bounced back from that impact.

U.S. AND MISSOURI LABOR FORCE PARTICIPATION RATE OVERALL



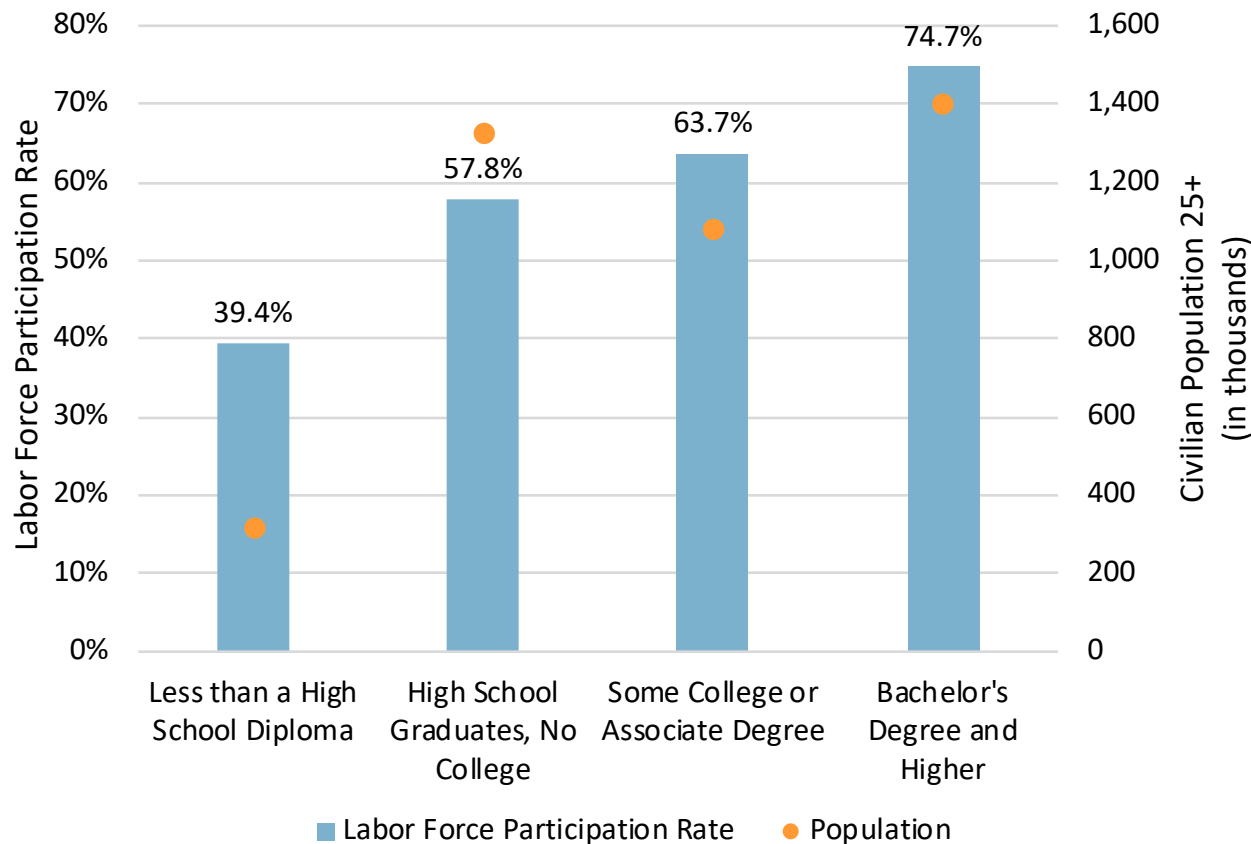
2021 STRATEGIC PLAN

WEAKNESSES/ THREATS

SYSTEM
MORE PEOPLE
MORE PRODUCTIVE

MORE EDUCATED
PEOPLE ARE
GENERALLY MORE
LIKELY TO BE IN THE
WORKFORCE.

MISSOURI LABOR FORCE PARTICIPATION RATE BY EDUCATIONAL ATTAINMENT



2021 STRATEGIC PLAN

WEAKNESSES/ THREATS

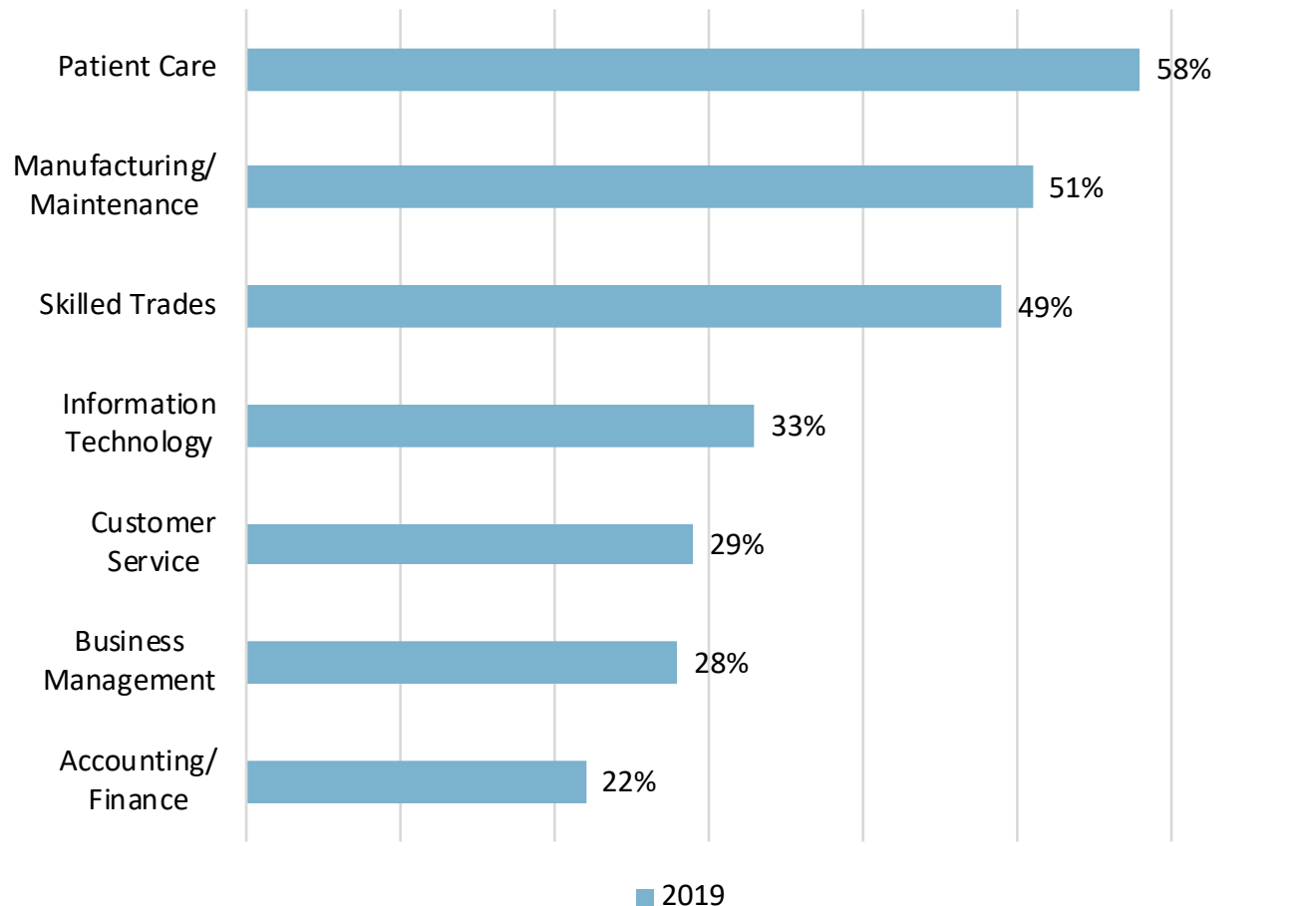
SYSTEM
MORE PEOPLE
MORE PRODUCTIVE

WE STILL HAVE A SKILLED WORKFORCE SHORTAGE.

Nearly half of Missouri employers say lack of a skilled workforce is their biggest barrier to expansion.

Employers in patient care, manufacturing/maintenance, and skilled trades most frequently reported shortages.

PERCENT OF MISSOURI BUSINESSES THAT REPORT SHORTAGES OF SKILLED APPLICANTS



WEAKNESSES/ THREATS

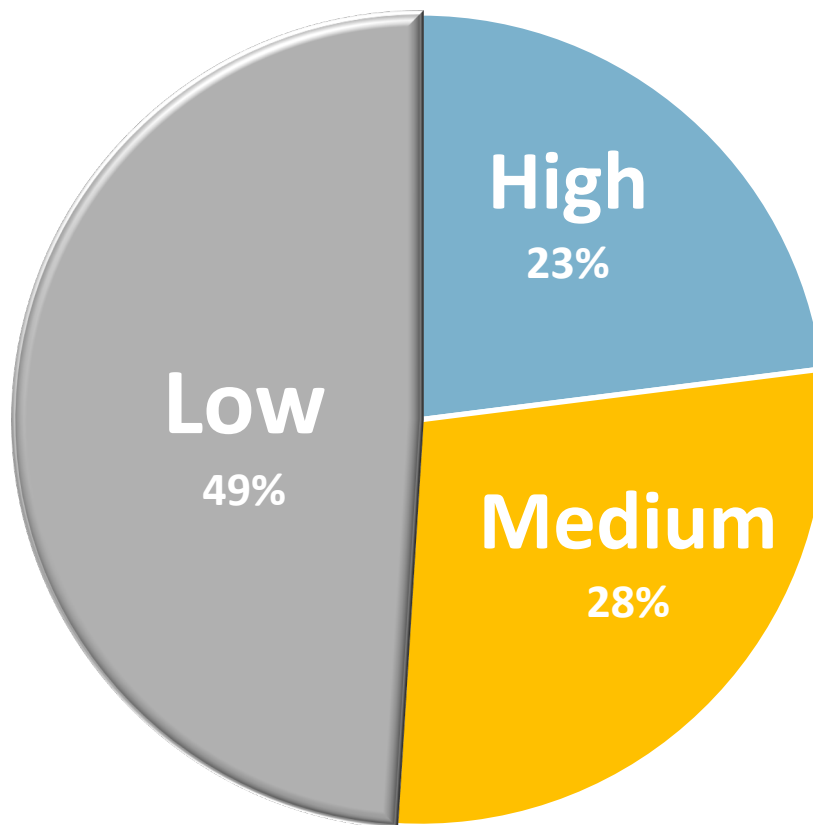
SYSTEM
MORE PEOPLE
MORE PRODUCTIVE

AUTOMATION MAY MEAN LESS JOBS.

Just over half of the jobs posted in Missouri are at medium or high risk for automation. This number is very similar to the U.S. number.

2021 STRATEGIC PLAN

PROJECTED PERCENT OF MISSOURI JOBS THAT MAY BE AUTOMATED



2021 STRATEGIC PLAN

STRENGTHS

SYSTEM
MORE PEOPLE WORKING
MORE PRODUCTIVE

WEAKNESSES/ THREATS

SYSTEM
MORE PEOPLE WORKING
MORE PRODUCTIVE

What factors make it
harder for people to
obtain the training and
education they need to
be more productive?

COVID-19

???
WEAKNESSES/THREATS
STRENGTHS

2021 STRATEGIC PLAN

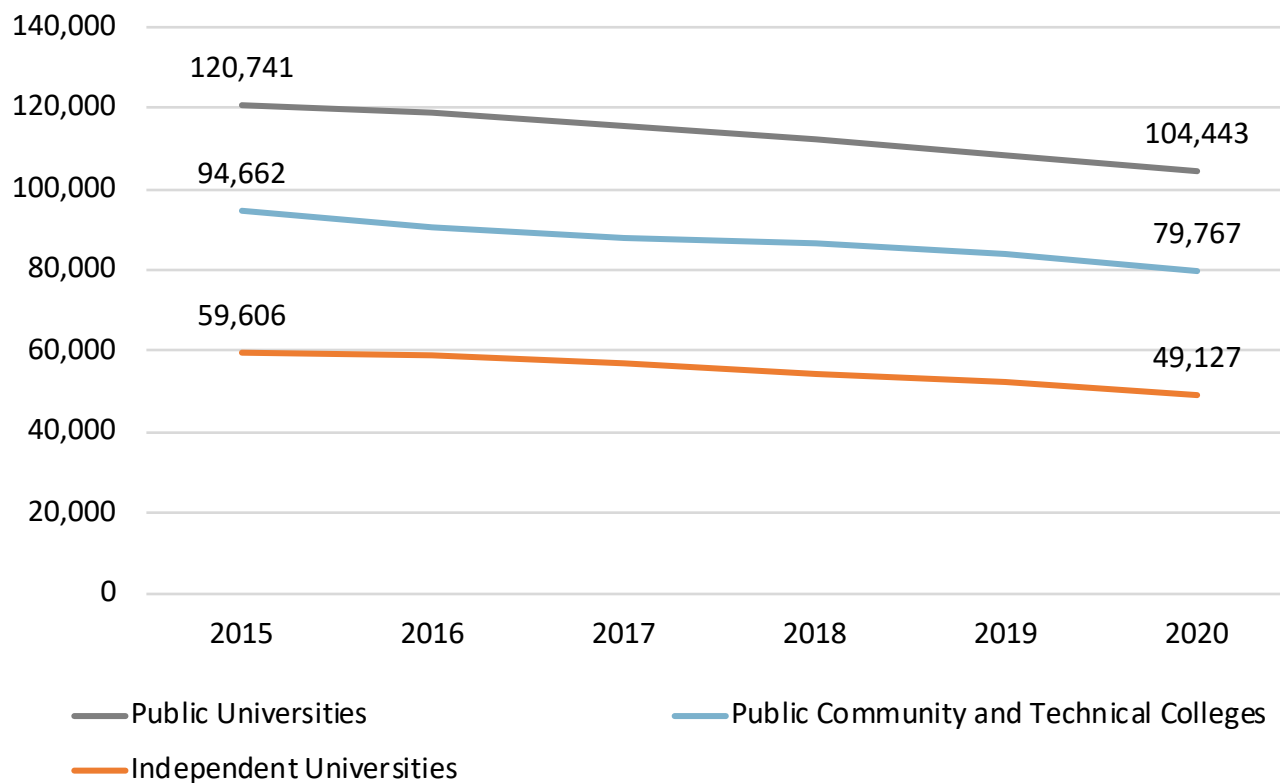
WEAKNESSES/ THREATS

SYSTEM
MORE PEOPLE
MORE PRODUCTIVE

**ENROLLMENT HAS
DECLINED ABOUT 15%
SINCE 2015.**

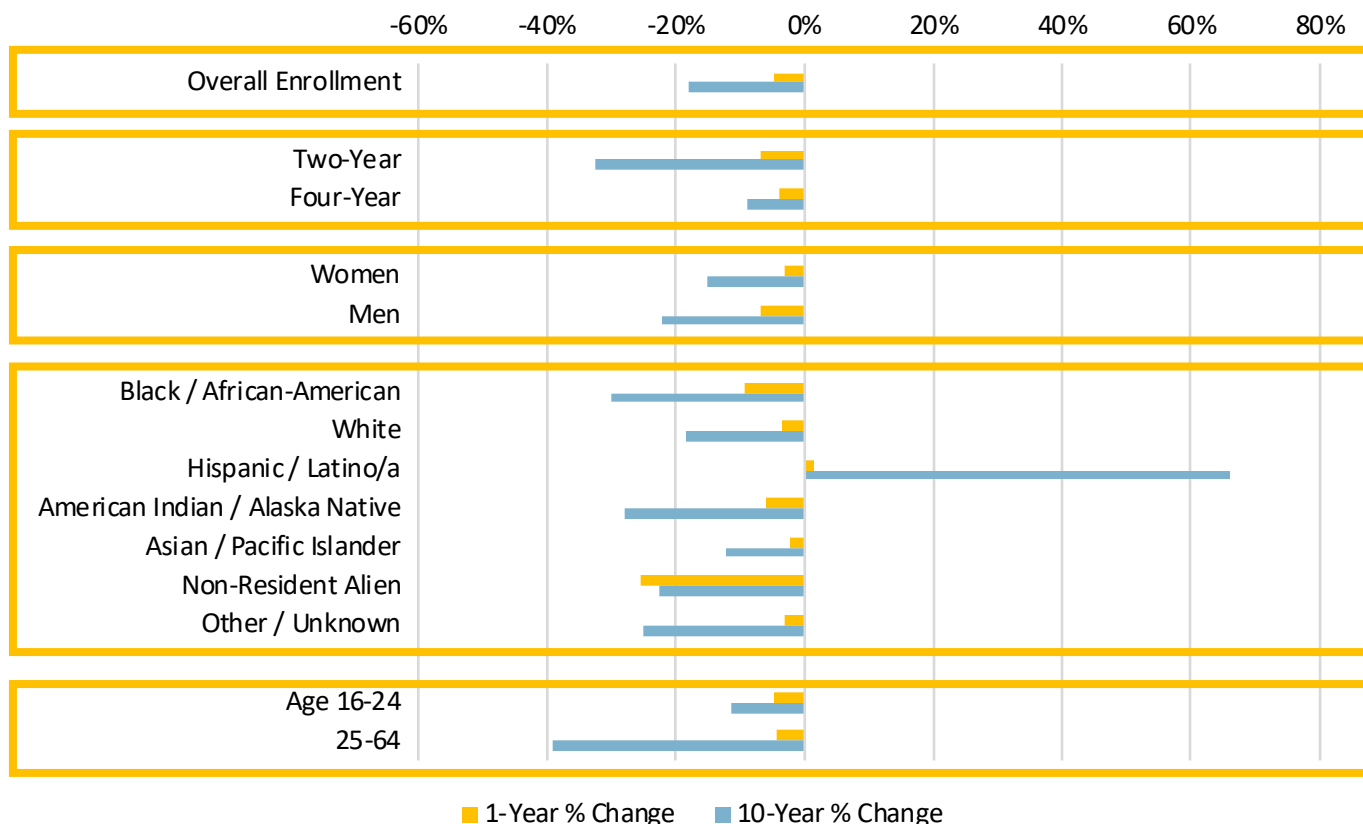
This figure represents FTE enrollment at all Missouri institutions. Enrollment declined about 5% between fall 2019 and fall 2020 – likely a result of COVID and ongoing demographic trends.

FULL-TIME EQUIVALENT STUDENT ENROLLMENT CHANGE AT MISSOURI COLLEGES AND UNIVERSITIES



2021 STRATEGIC PLAN

CHANGE IN PERCENT OF TOTAL STUDENT BODY COMPRISED OF STUDENTS FROM DIFFERENT DEMOGRAPHIC GROUPS (PUBLIC COLLEGES & UNIVERSITIES ONLY)



DHEWD's Enhanced Missouri Student Achievement Study (EMSAS) Fall Enrollment.

**OVERALL
ENROLLMENT HAS
DECLINED FOR MOST
GROUPS, BUT MOST
SHARPLY FOR MEN,
BLACK STUDENTS,
AND WORKING-AGE
ADULTS.**

Enrollment of Hispanic/
Latino/a students has
increased dramatically to a
total of about 7,900
students.

2021 STRATEGIC PLAN

PY2019 ADULT WIOA PERFORMANCE BY THE NUMBERS

WEAKNESSES/ THREATS

SYSTEM
MORE PEOPLE
MORE PRODUCTIVE

**WIOA ENROLLMENTS
AND JOB PLACEMENT
RATES ARE LOWER
THAN NEIGHBORING
STATES.**

Compared to other states with similar populations and resources, Missouri is lagging in its effectiveness of enrollment into public workforce development programs.

It can take up to 39 steps to enroll a job seeker into a training program through a Job Center.

Many education and training programs only have starting dates 3 times a year.

Only 39% of Americans believe getting more education would be worth it.

Adults Enrolled in
WIOA Statewide

Adults Placed in
Jobs Statewide

MO	1,356	1,062
TN	7,987	6,869
IN	9,990	8,392

2021 STRATEGIC PLAN

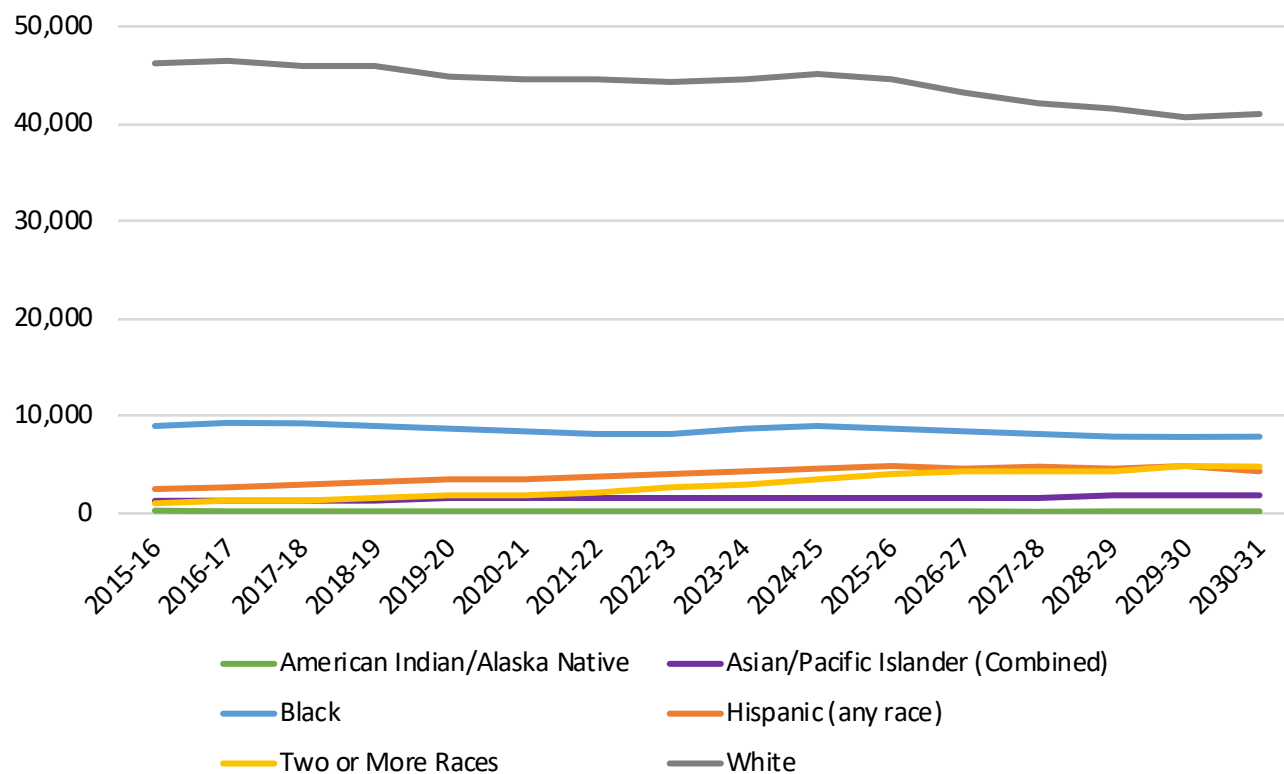
WEAKNESSES/ THREATS

SYSTEM
MORE PEOPLE
MORE PRODUCTIVE

WE'RE LOOKING AT
BASICALLY FLAT
NUMBERS OF HIGH
SCHOOL GRADUATES
FOR THE
FORESEEABLE
FUTURE.

There will likely be a small bump in 2024-25, but the numbers will likely be flat or declining after that. The number of Black and white high school graduates will decline markedly, while the number of Hispanic/Latino/a and multiracial high school graduates will grow.

REPORTED/PROJECTED NUMBER OF HIGH SCHOOL GRADUATES BY RACE



2021 STRATEGIC PLAN

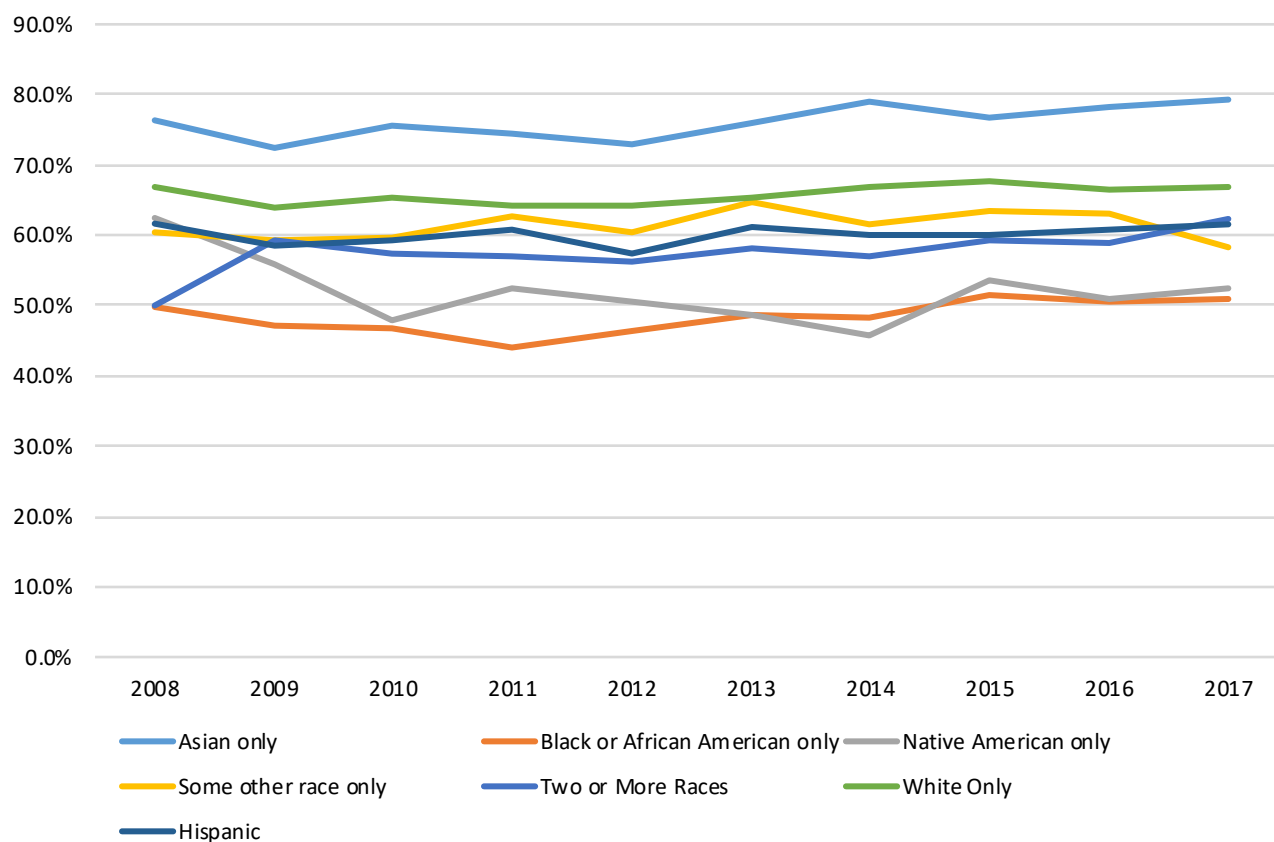
WEAKNESSES/ THREATS

SYSTEM
MORE PEOPLE
MORE PRODUCTIVE

OUR DATA TELL A STORY ABOUT INEQUITABLE RETENTION RATES

Fall to fall retention rates for first-time freshmen by race/ethnicity have remained the same for nearly 10 years.

FIRST-TIME FULL-TIME FRESHMAN FALL-TO-FALL RETENTION RATES BY RACE/ETHNICITY



2021 STRATEGIC PLAN

WEAKNESSES/ THREATS

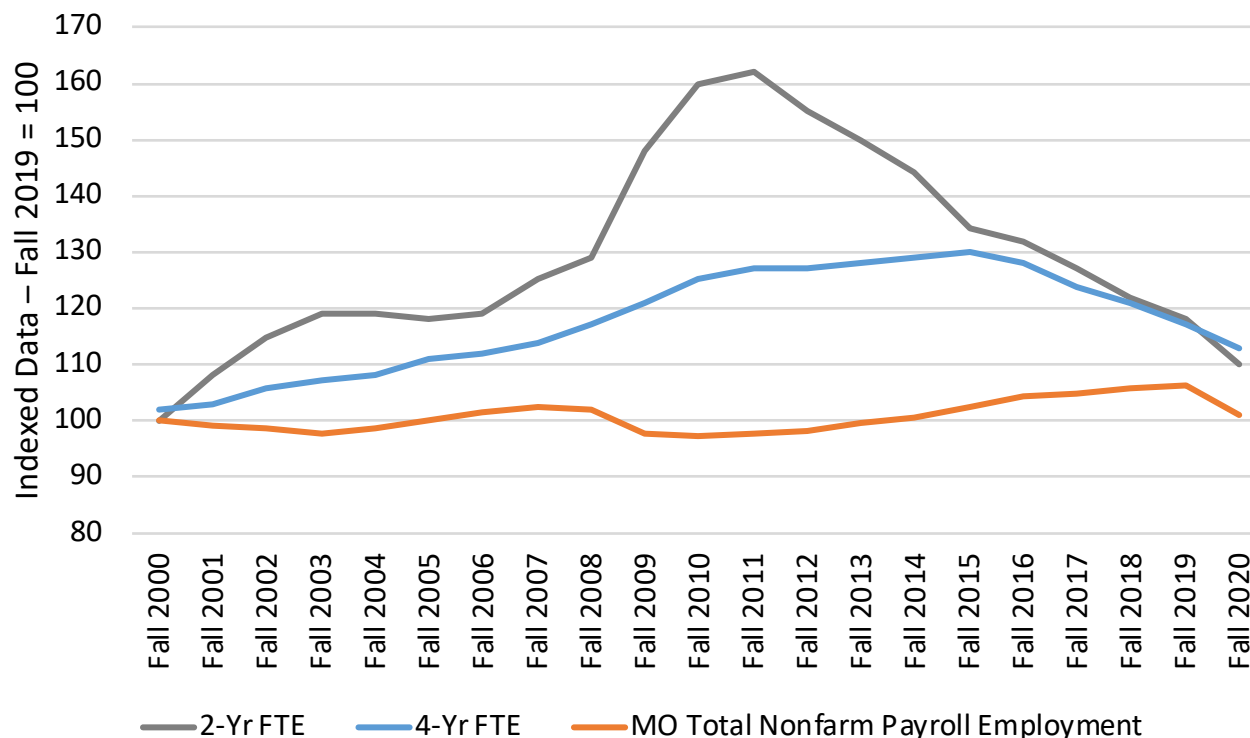
SYSTEM
MORE PEOPLE
MORE PRODUCTIVE

HISTORICALLY, AS THE ECONOMY IMPROVES, DEMAND FOR HIGHER EDUCATION DECLINES.

During the Great Recession, employment declined, while FTE enrollment increased at both 2- and 4-year public institutions.

While data are limited, Fall 2020 data show a decline in both enrollment and employment – an unusual trend.

PUBLIC INSTITUTION FTE ENROLLMENT COMPARED TO EMPLOYMENT INDEXED FALL 2019=100



2021 STRATEGIC PLAN

CHANGE IN U.S. HIGHER ED TUITION VERSUS CPI INFLATION

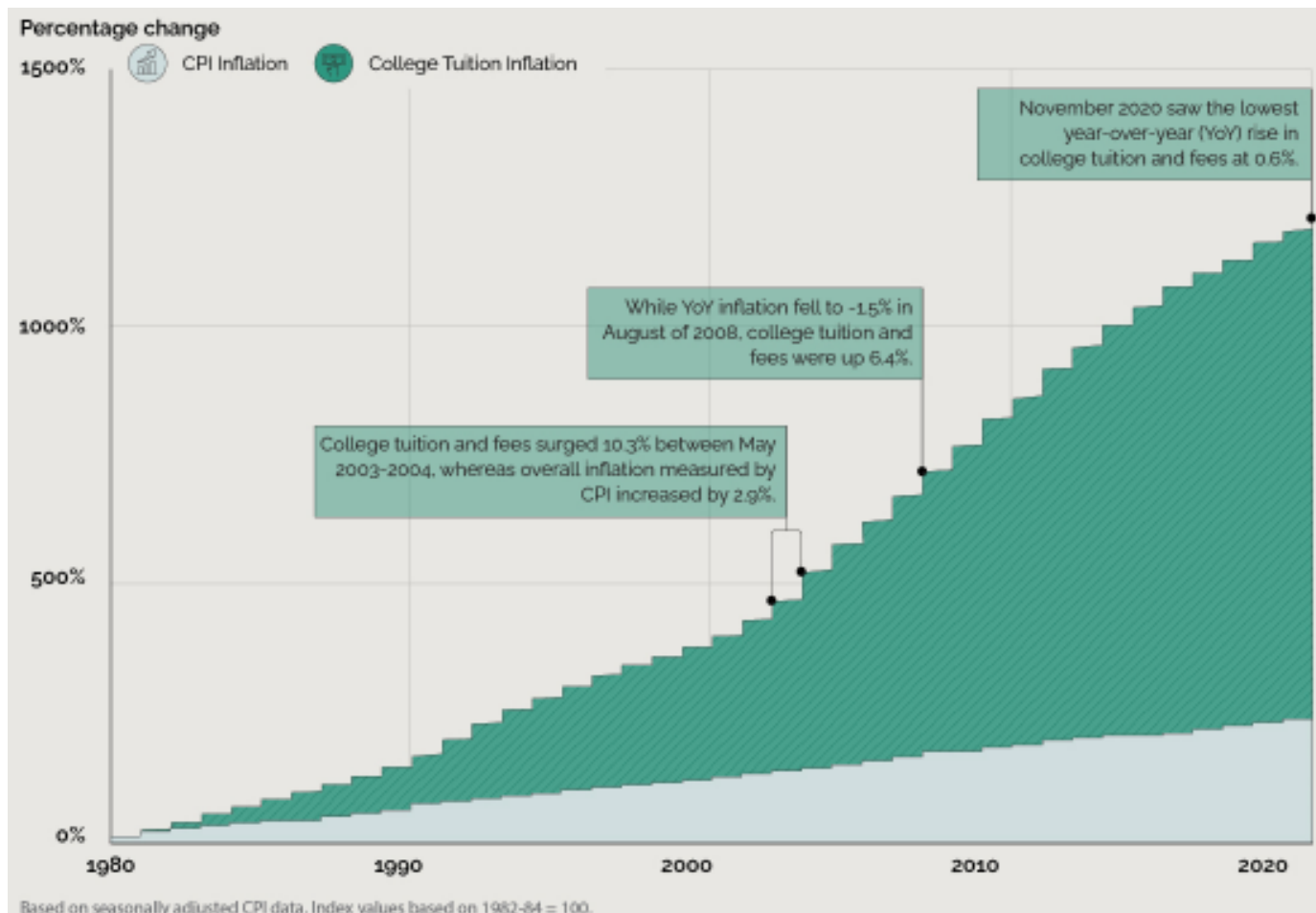
WEAKNESSES/ THREATS

SYSTEM
MORE PEOPLE
MORE PRODUCTIVE

**ALTHOUGH WE'RE
RELATIVELY
AFFORDABLE,
COLLEGE COSTS
OUTPACE INFLATION.**

Since 1980, tuition and fees are up 1,200%, while the overall consumer price index has risen by only 236%. Numbers like this have a significant impact on perceptions in Missouri and across the U.S.

Tuition and fees at Missouri public institutions increased by 30% from 2008-09 to 2018-19, while overall inflation increased by 19%.



Visual Capitalist's *The Rising Cost of College in the U.S.* February 3, 2021. [LINK](#).

2021 STRATEGIC PLAN

WEAKNESSES/ THREATS

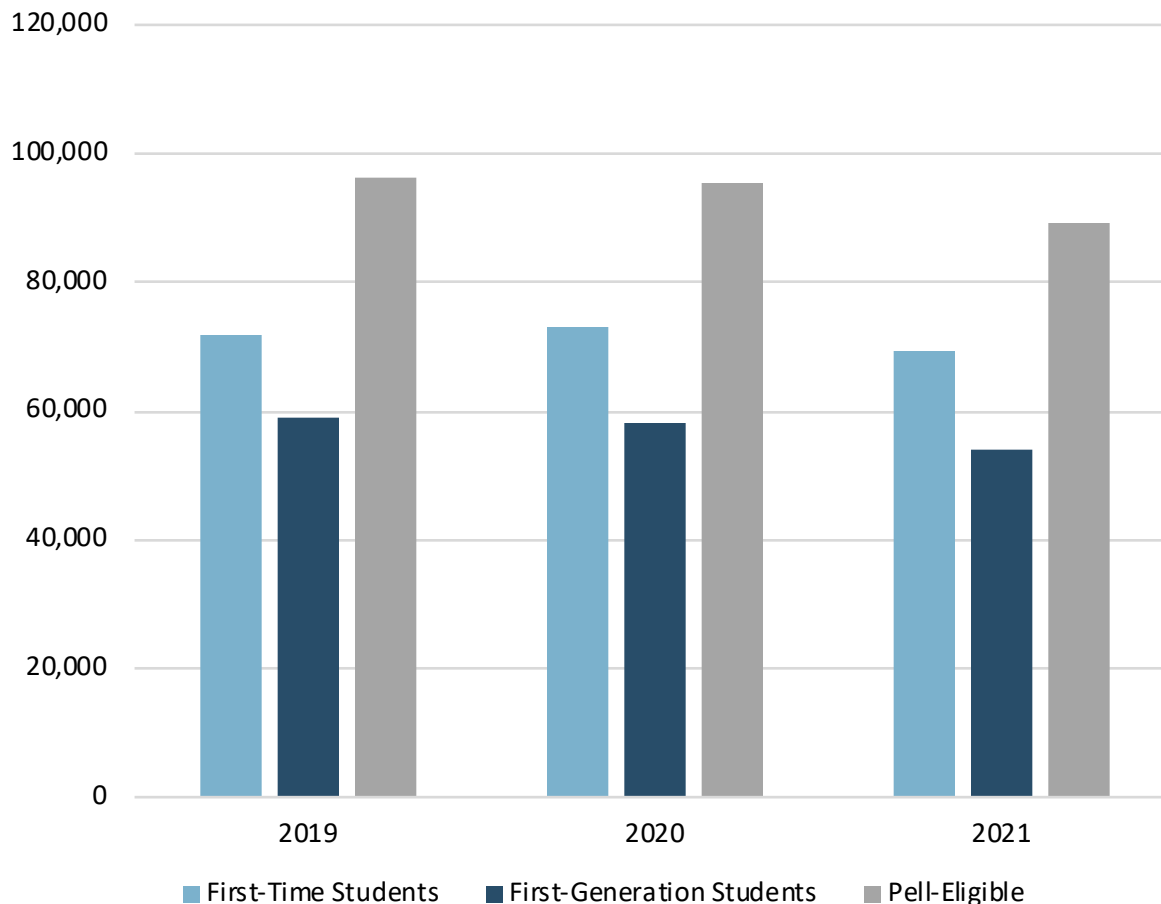
SYSTEM
MORE PEOPLE
MORE PRODUCTIVE

FEWER STUDENTS ARE FILING FAFSAs.

Throughout April, FAFSA filing by all Missouri students was down 3.4% from 2019 to 2021.

First-generation students were down 8.4% and Pell-eligible students were down 7.5%.

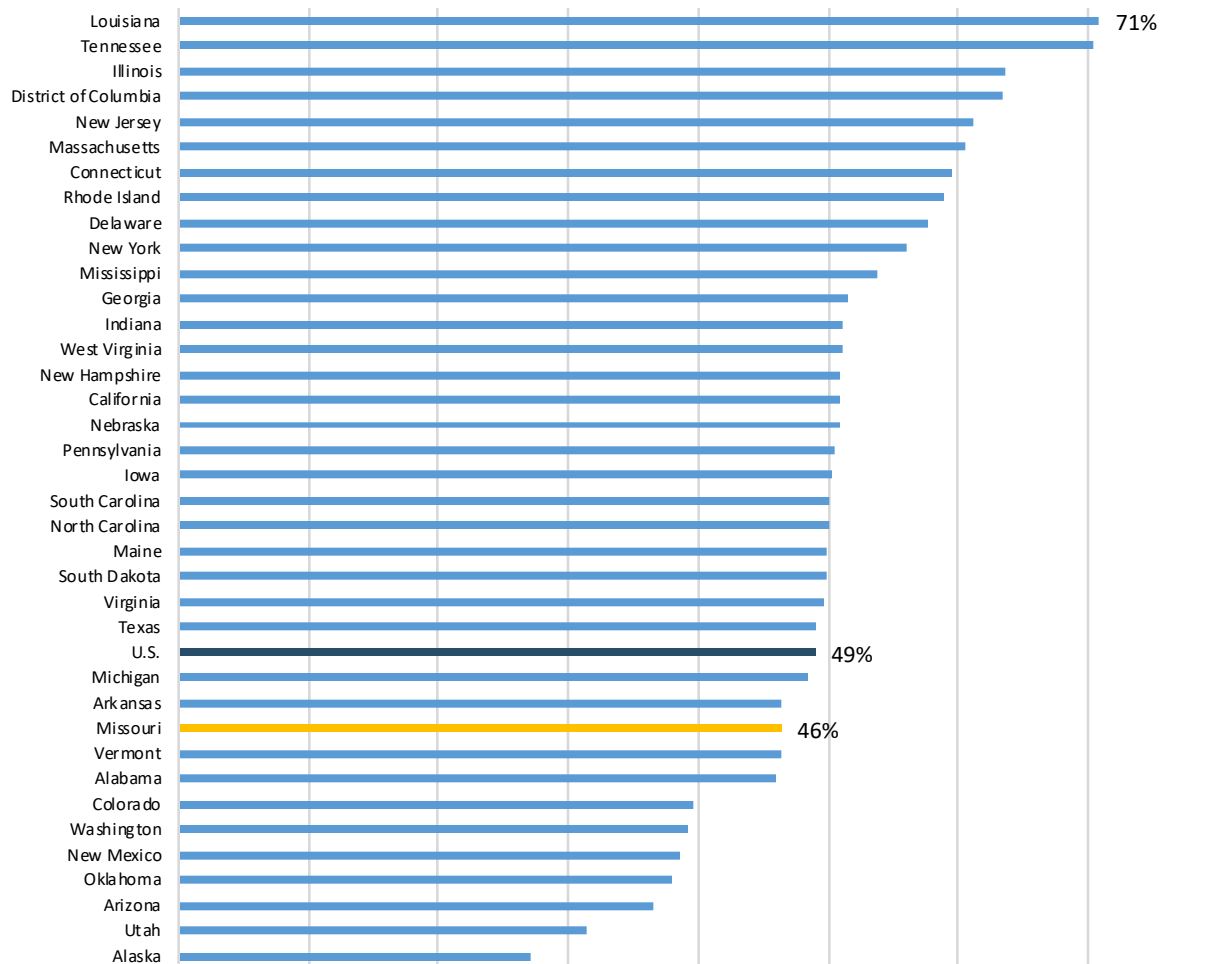
NUMBER OF FAFSA FILERS SELECTED SUBGROUPS



Missouri FAFSA records.

2021 STRATEGIC PLAN

PERCENT OF HIGH SCHOOL SENIORS WHO HAVE FILED A FAFSA



WEAKNESSES/ THREATS

SYSTEM
MORE PEOPLE
MORE PRODUCTIVE

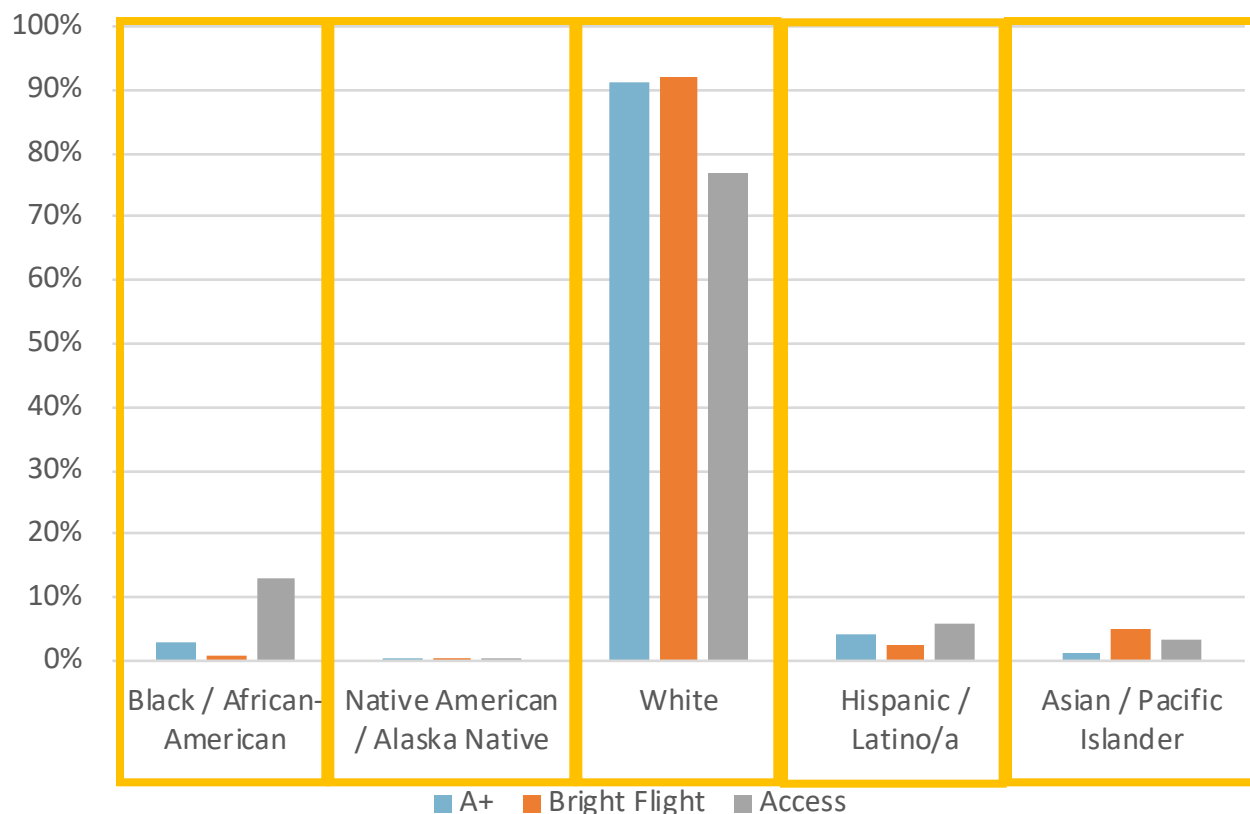
THAT PUTS US BEHIND MOST STATES.

Missouri is 34th in the nation in FAFSA completion (as of June 1). States that invest more in FAFSA completion efforts have seen returns. Louisiana, Illinois, and Texas have policies requiring FAFSA completion, with the option of a waiver. Governor Parson has supported a similar proposal.

2021 STRATEGIC PLAN

PERCENT OF STATE STUDENT FINANCIAL AID PROGRAM RECIPIENTS

WHO ARE MEMBERS OF DIFFERENT RACIAL GROUPS



WEAKNESSES/ THREATS

SYSTEM
 MORE PEOPLE
 MORE PRODUCTIVE

STATUTORY DESIGN
 OF PROGRAMS
 RESULTS IN UNEVEN
 DISTRIBUTION OF
 STATE AID DOLLARS.

Access Missouri recipients
 at public institutions were
 significantly more diverse
 than A+ and Bright Flight
 recipients in 2019-20.

2021 STRATEGIC PLAN

WEAKNESSES/ THREATS

SYSTEM

MORE PEOPLE WORKING

MORE PRODUCTIVE MISSOURIANS

THE SYSTEM IS COMPLICATED.

It can be difficult to navigate the higher education and public workforce systems.

FILING A FAFSA CAN BE DIFFICULT; VERIFICATION MAKES IT WORSE.

Each year the U.S. Department of Education selects around 25% of all FAFSA filers for verification. This rate is nearly three times higher for the 34% of under-resourced students who qualify for federal need-based Pell Grants. The verification process can be burdensome for students and the colleges and universities who have to administer the process.

FINANCIAL CONVERSATIONS ARE PERSONAL.

There are cultural differences in how money is conceptualized and valued. This can lead to challenges with financial counseling. Familial financial obligations may extend beyond the nuclear family unit. Some students may not be comfortable disclosing financial information or may need to be reassured about the standards of confidentiality and privacy.

WEAKNESSES/ THREATS

SYSTEM
MORE PEOPLE
MORE PRODUCTIVE

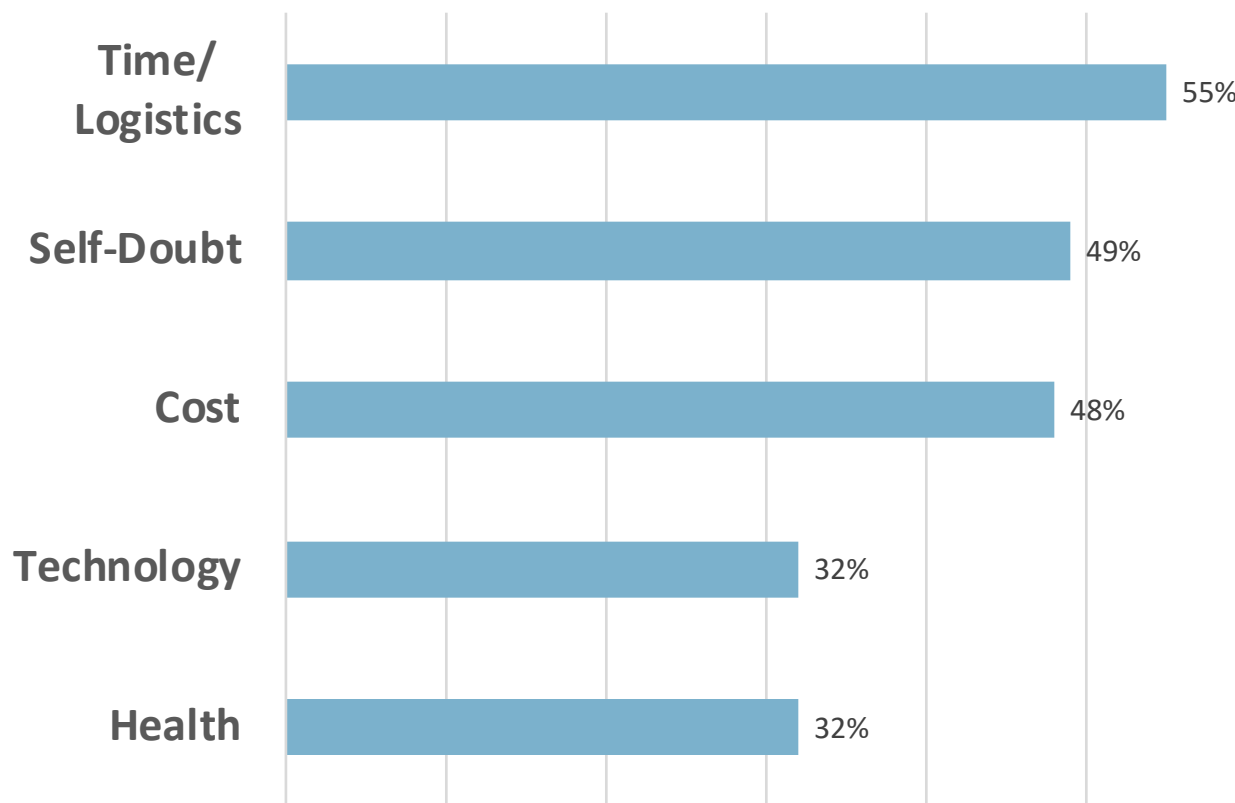
LIFE'S COMPLICATED.

Respondents to a national survey indicated that the largest barrier to enrolling in education or training programs is competing obligations and logistics, such as work and family commitments, as well as course schedules and transportation.

Additionally, nearly half of those surveyed indicated that self-doubt and cost were significant barriers.

2021 STRATEGIC PLAN

PERCENT OF ADULT RESPONDENTS TO A 2020 NATIONAL SURVEY
WHO SAID THAT EACH OF THE FOLLOWING WOULD BE
EXTREMELY/VERY CHALLENGING
IF THEY WERE GOING TO PURSUE EDUCATION AND TRAINING



2021 STRATEGIC PLAN

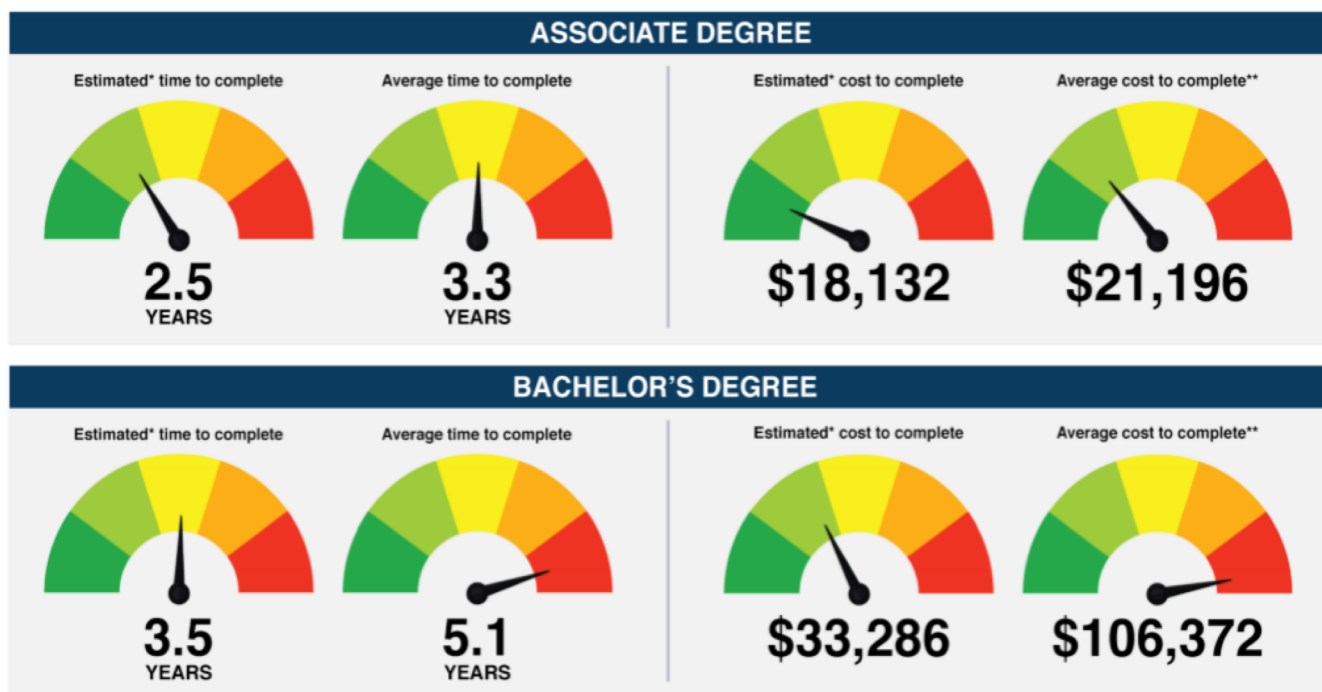
WEAKNESSES/ THREATS

SYSTEM
MORE PEOPLE
MORE PRODUCTIVE

ADULTS OFTEN UNDERESTIMATE TIME AND COST TO COMPLETE.

While time commitment and cost are among the largest barriers to enrolling in education and training programs, Americans consistently underestimate how long it will take and how much it will cost to complete a degree.

ESTIMATED AND ACTUAL TIME AND COST FOR A U.S. ADULT TO RETURN TO SCHOOL AND EARN AN ASSOCIATE OR BACHELOR'S DEGREE





JIMMY CLARKE
Senior Director of
State Policy
HCM Strategists

2021 STRATEGIC PLAN

Quick Review of Comments in Chat

2021 STRATEGIC PLAN

STRENGTHS

SYSTEM
MORE PEOPLE WORKING
MORE PRODUCTIVE

WEAKNESSES/ THREATS

SYSTEM
MORE PEOPLE WORKING
MORE PRODUCTIVE

COVID-19

???
WEAKNESSES/THREATS
STRENGTHS

Most of the long-term
impacts of COVID are
unknown.

COVID-19

???

WEAKNESSES/THREATS
STRENGTHS

COVID HAS TAKEN A HUGE TOLL ON HUMAN LIFE.

COVID contributed to a record number of deaths in the U.S. in 2020 – 18% more than 2019. In Missouri, the disease has taken nearly 10,000 lives in 2020 and 2021.

Early research by the University of New Hampshire on 2019 and 2020 births and deaths shows that Missouri is one of 25 states where deaths exceeded births in 2020.

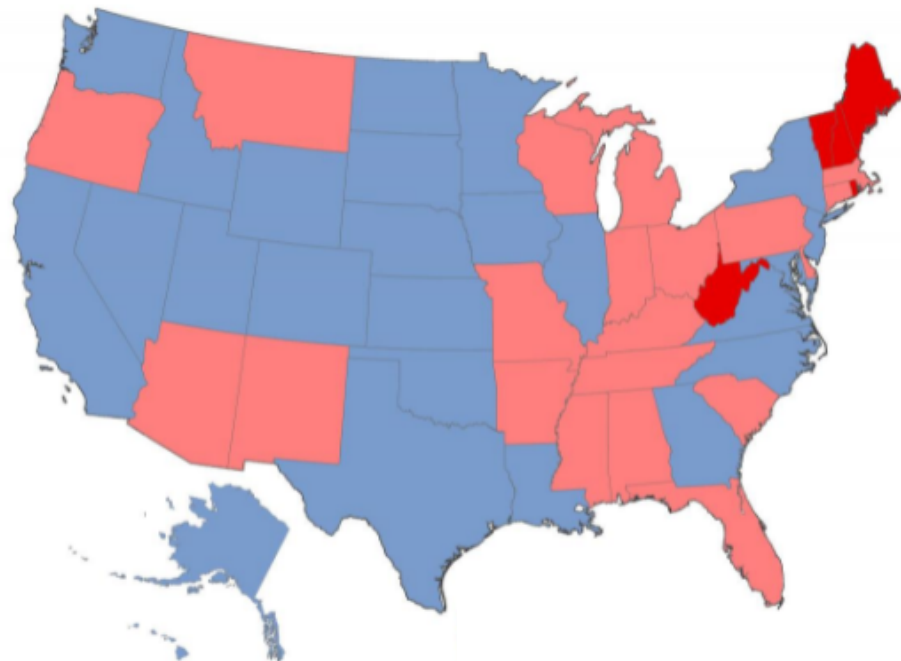
2021 STRATEGIC PLAN

RATIO OF BIRTHS TO DEATHS 2019 AND 2020

■ MORE DEATHS THAN BIRTHS, BOTH YEARS

■ MORE BIRTHS THAN DEATHS IN 2019
BUT MORE DEATHS THAN BIRTHS IN 2020

■ MORE BIRTHS THAN DEATHS, BOTH YEARS



COVID-19

???

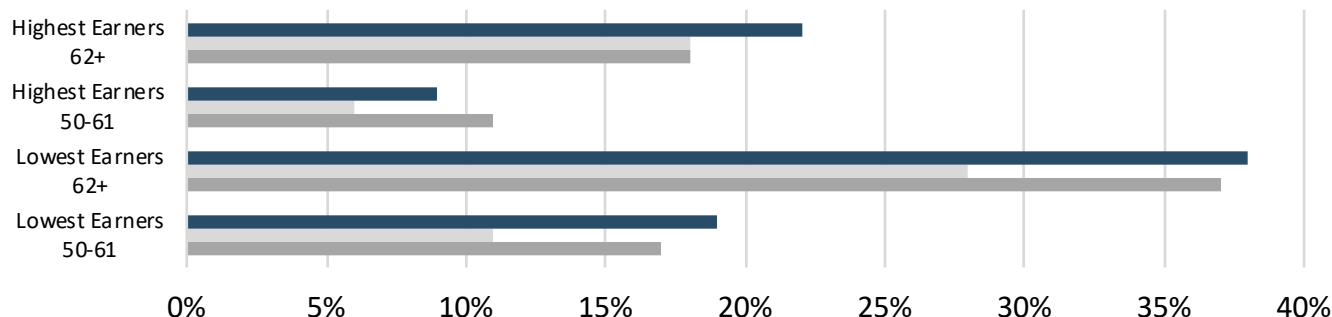
WEAKNESSES/THREATS
STRENGTHS

**RETIREMENTS AND
OTHER EXITS FROM
THE WORKFORCE
WILL HAVE AN
IMPACT.**

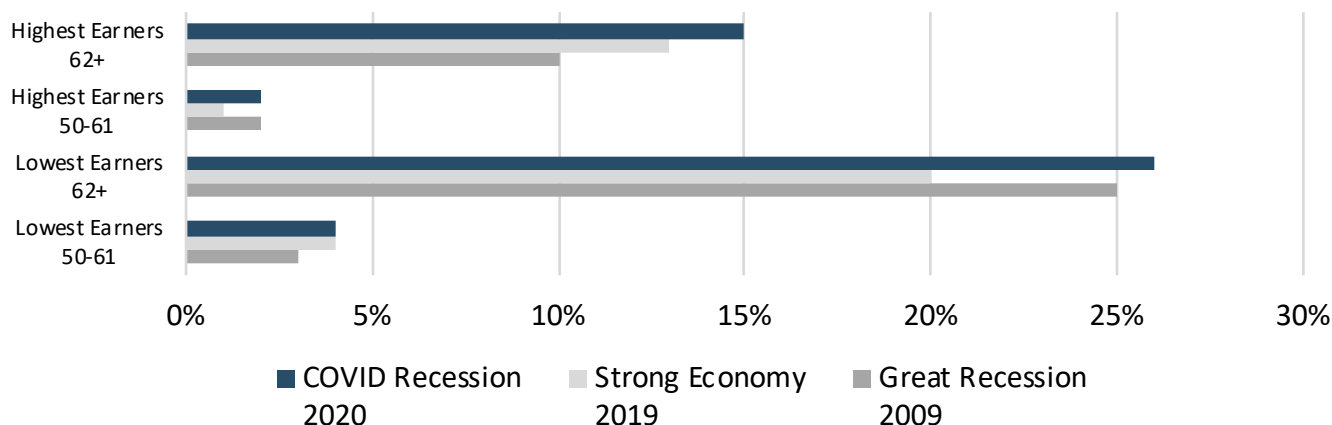
Unprecedented numbers of older workers are leaving the workforce, either because they stopped working or they actually retired.

2021 STRATEGIC PLAN

PERCENT OF U.S. ADULTS WHO WERE WORKING A YEAR EARLIER BUT AREN'T NOW



PERCENT OF U.S. ADULTS WHO WERE WORKING A YEAR EARLIER BUT ARE RETIRED NOW



COVID-19

???

WEAKNESSES/THREATS
STRENGTHS

RETIREMENTS AND OTHER EXITS FROM THE WORKFORCE WILL HAVE AN IMPACT

A February 2021 Missouri Department of Elementary & Secondary Education survey found that 10% of teachers were planning to leave the profession.

62% cited COVID as the reason.

2021 STRATEGIC PLAN



10%
of Missouri teachers
say they plan to leave
the profession.

COVID-19

???

WEAKNESSES/THREATS
STRENGTHS

**WE DON'T KNOW
HOW NEW WORK
PATTERNS WILL
AFFECT MIGRATION.**

Early data analyzing migration patterns during 2020 and 2021 indicates mixed results of pandemic-influenced migration.

2021 STRATEGIC PLAN

- U-Haul reports Missouri as the [No. 7 growth state](#) in 2020 based on migration patterns.
- United Van lines [2020 Movers Study](#) shows Missouri as a net out-migration state, but an inbound state for those who move due to family or lifestyle, are in the 45 to 54 age range, or in the \$0-75K or \$100-150K income ranges.
- CBRE [analysis of U.S. Postal Service change of address records](#) did not indicate Missouri metropolitan areas to be net in-migration areas during the pandemic based on data so far.
- The [Federal Reserve Bank of Cleveland's analysis](#) of credit reporting data did not indicate Missouri metropolitan areas to be net in-migration areas during the pandemic based on data so far.
- [Missouri REALTORS® Market Statistics](#) for April 2021 show a 26.8% increase in residential properties sold compared to last year.

2021 STRATEGIC PLAN

STRENGTHS

SYSTEM
MORE PEOPLE WORKING
MORE PRODUCTIVE

WEAKNESSES/ THREATS

SYSTEM
MORE PEOPLE WORKING
MORE PRODUCTIVE

COVID-19

???
WEAKNESSES/THREATS
STRENGTHS

COVID created a lot of
immediate issues for
both education and
the workforce.

COVID-19

???

WEAKNESSES/THREATS
STRENGTHS

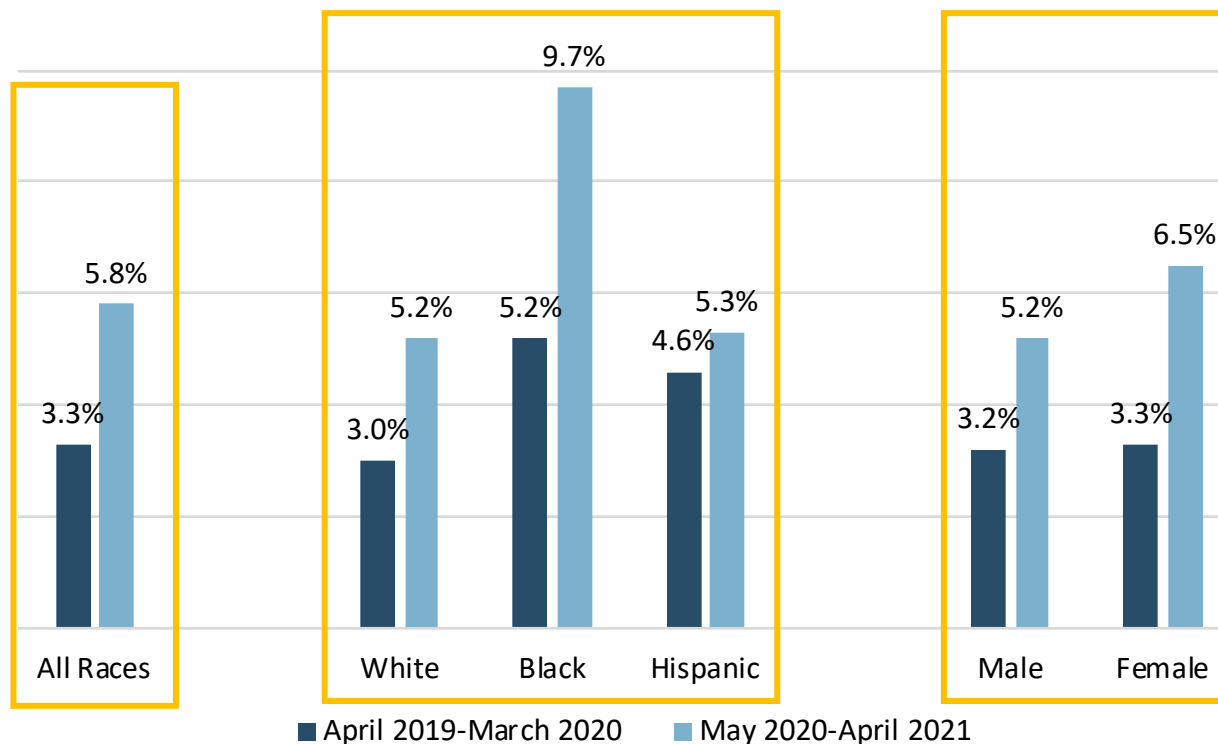
**THE ONGOING
ECONOMIC RECOVERY
IS NOT EVEN ACROSS
DEMOGRAPHIC
GROUPS.**

Compared to the 12 months immediately preceding the pandemic, Black Missourians have a higher unemployment rate.

Women also have a higher than average lingering unemployment rate.

2021 STRATEGIC PLAN

PERCENT OF MISSOURIANS WHO WERE UNEMPLOYED BEFORE AND DURING COVID BY RACE AND GENDER



COVID-19

???

WEAKNESSES/THREATS

STRENGTHS

WOMEN WITH CHILDREN ARE ESPECIALLY IMPACTED.

Around 10 million U.S. mothers living with their own school-age children were not actively working in January — 1.4 million more than during the same month last year.

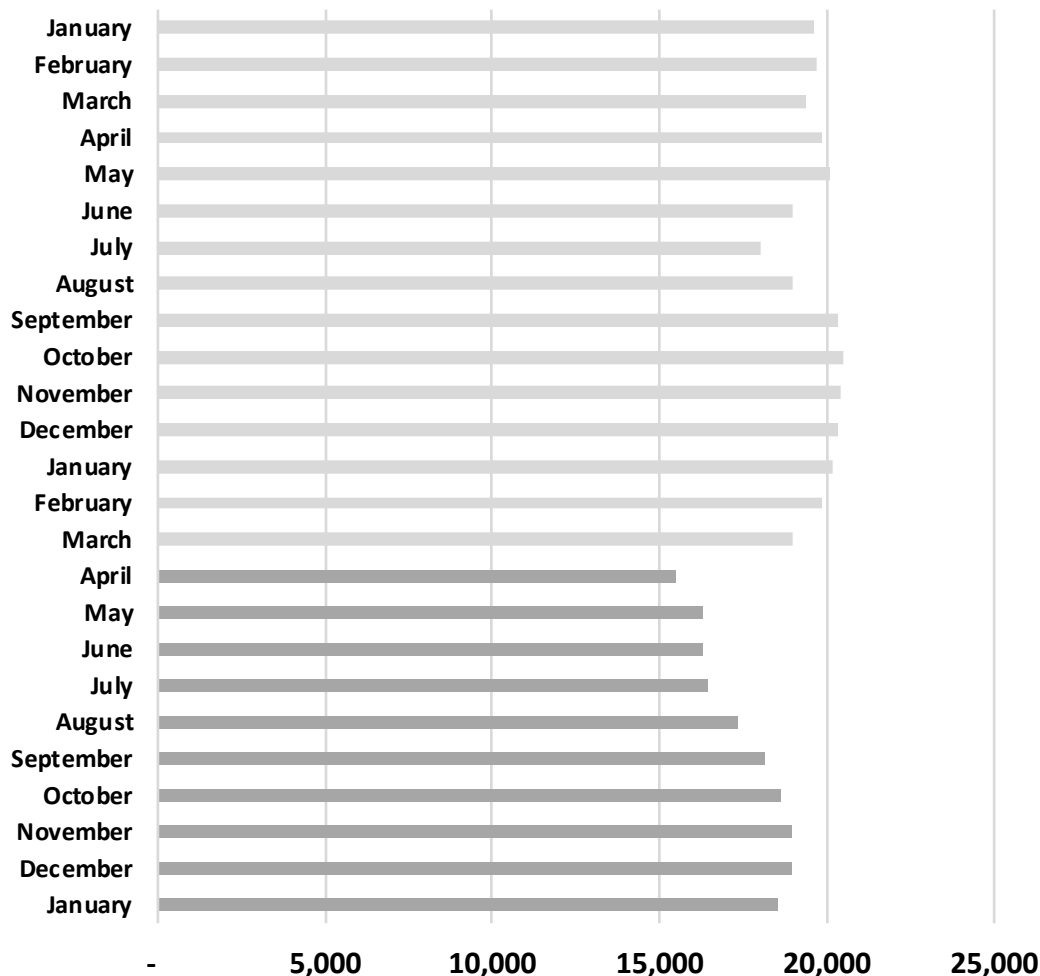
In Missouri, the portion of unemployed women looking for part-time work is nearly three times that of the male unemployed.

2021 STRATEGIC PLAN

U.S. MOTHERS LIVING WITH THEIR OWN SCHOOL-AGE CHILDREN BY EMPLOYMENT STATUS, MONTH AND YEAR (IN THOUSANDS)

2019

2020



COVID-19

???

WEAKNESSES/THREATS
STRENGTHS

**CHILD CARE WAS AN
ISSUE BEFORE – NOW
IT’S A HUGE ISSUE.**

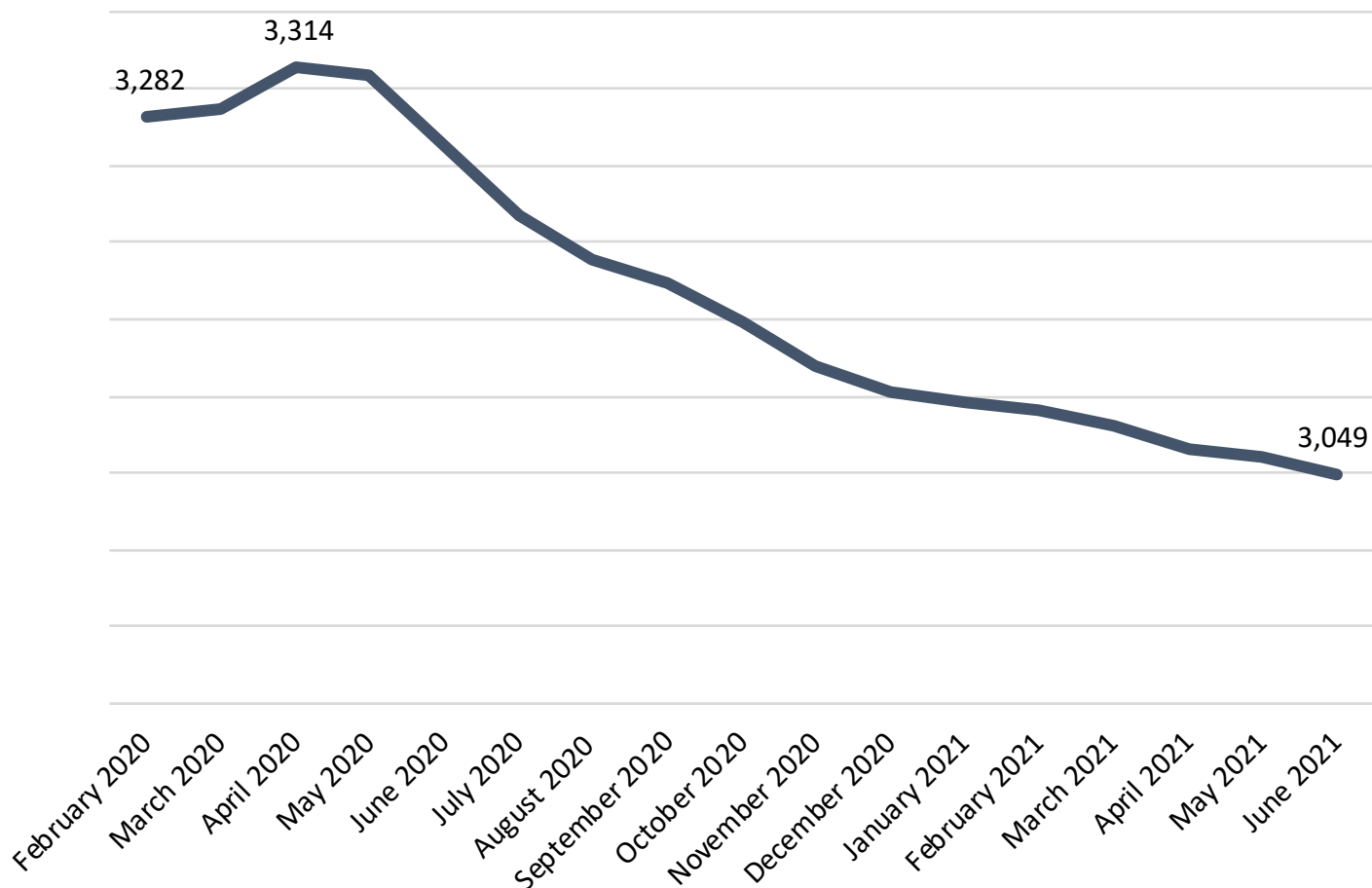
Between February and June 2020, the number of child care deserts in Missouri increased by 49%.

By June 2020, eight Missouri counties were without child care options.

The capacity of child care facilities has also declined. In March 2020, there were 175,713 slots. By January 2021, that number had dropped to 169,544.

2021 STRATEGIC PLAN

NUMBER OF LICENSED CHILD CARE FACILITIES IN MISSOURI, FEBRUARY 2020-JUNE 2021



COVID-19

???

WEAKNESSES/THREATS
STRENGTHS

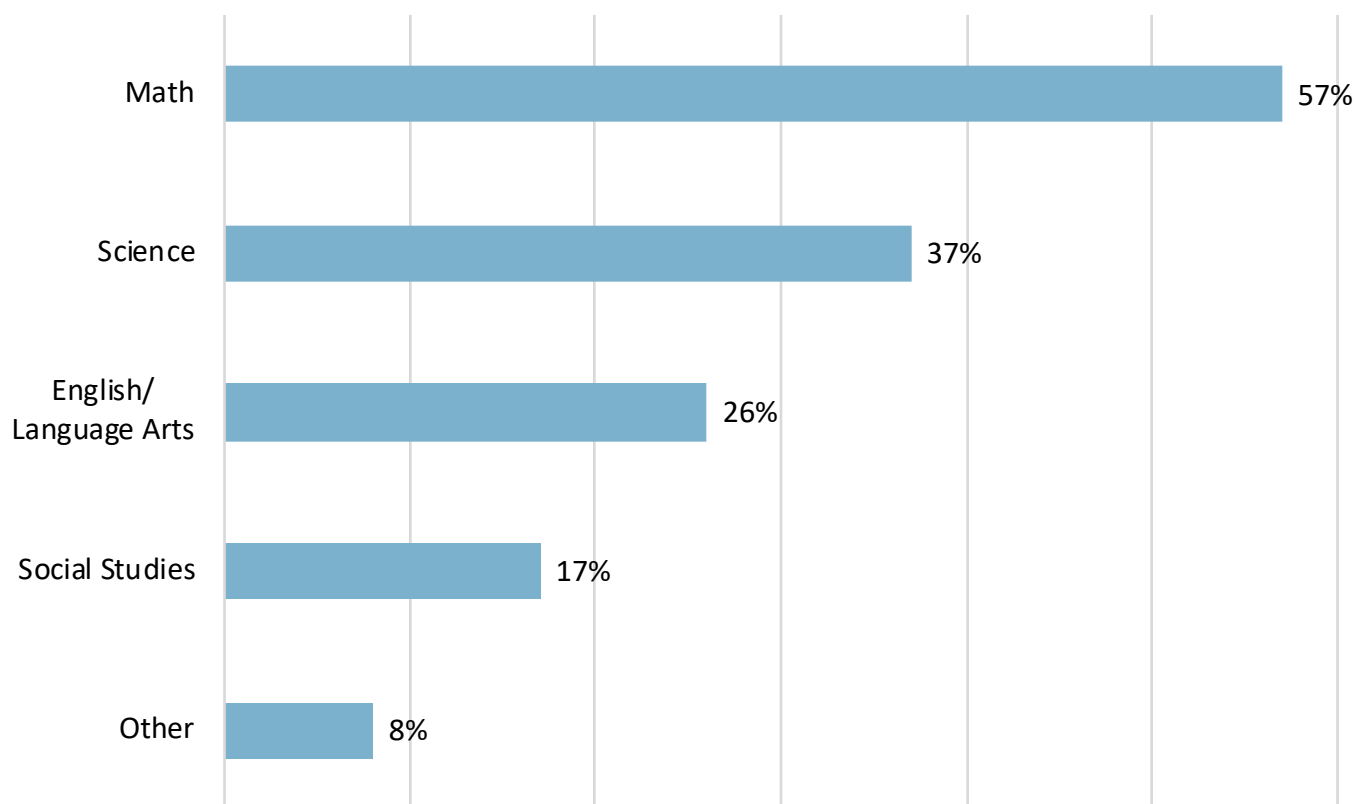
HIGH SCHOOL STUDENTS SAY THEY LEARNED LESS BECAUSE OF SCHOOL CLOSURES.

In a national survey of ACT test-takers, more than 80% of students said they were concerned that spring 2020 closures had negatively affected their academic preparedness for the current school year.

A similar percentage said they were concerned that their college preparedness has been negatively impacted.

2021 STRATEGIC PLAN

PERCENTAGE OF U.S. STUDENTS WHO THOUGHT THAT SPRING 2020 SCHOOL CLOSURES NEGATIVELY IMPACTED THEIR ACADEMIC PREPAREDNESS FOR THE 2020-2021 SCHOOL YEAR, BY SUBJECT



COVID-19

???

WEAKNESSES/THREATS
STRENGTHS

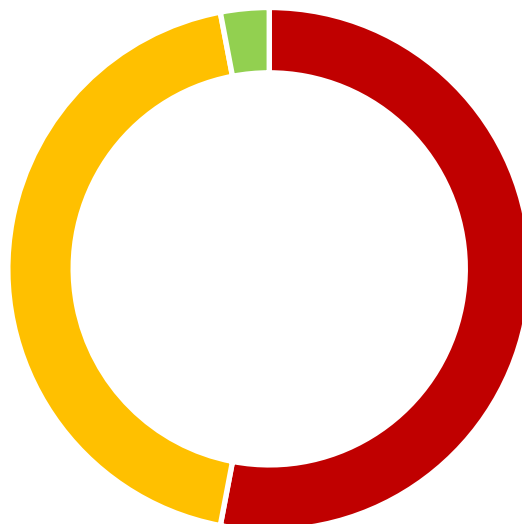
TEACHERS ALSO REPORT LEARNING LOSS.

A national survey of educators indicated that 97% saw some learning loss.

47% say the gap is wider between struggling and high-performing students.

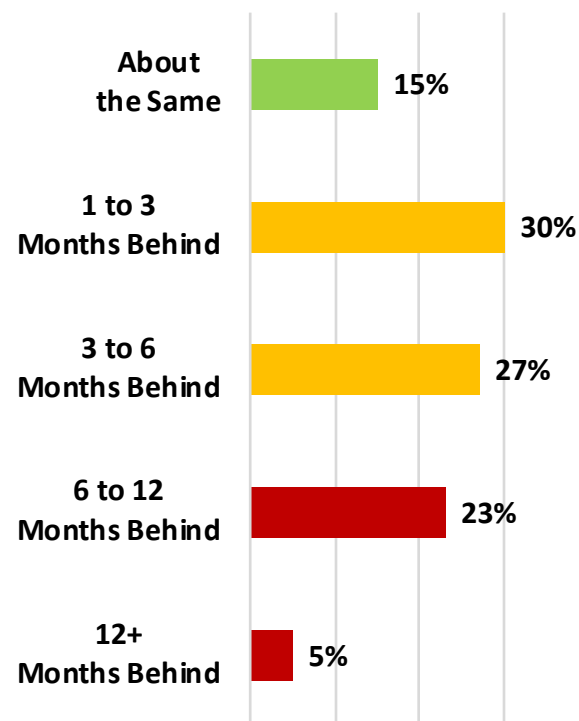
2021 STRATEGIC PLAN

U.S. EDUCATORS' ASSESSMENT OF IMPACT OF COVID-19 ON ACADEMIC LEARNING



- Significant Learning Loss (53%)
- Some Learning Loss (44%)
- No Impact (3%)

U.S. EDUCATORS' ASSESSMENT OF STUDENTS' ACADEMIC PROGRESS VERSUS PREVIOUS YEARS



COVID-19

???

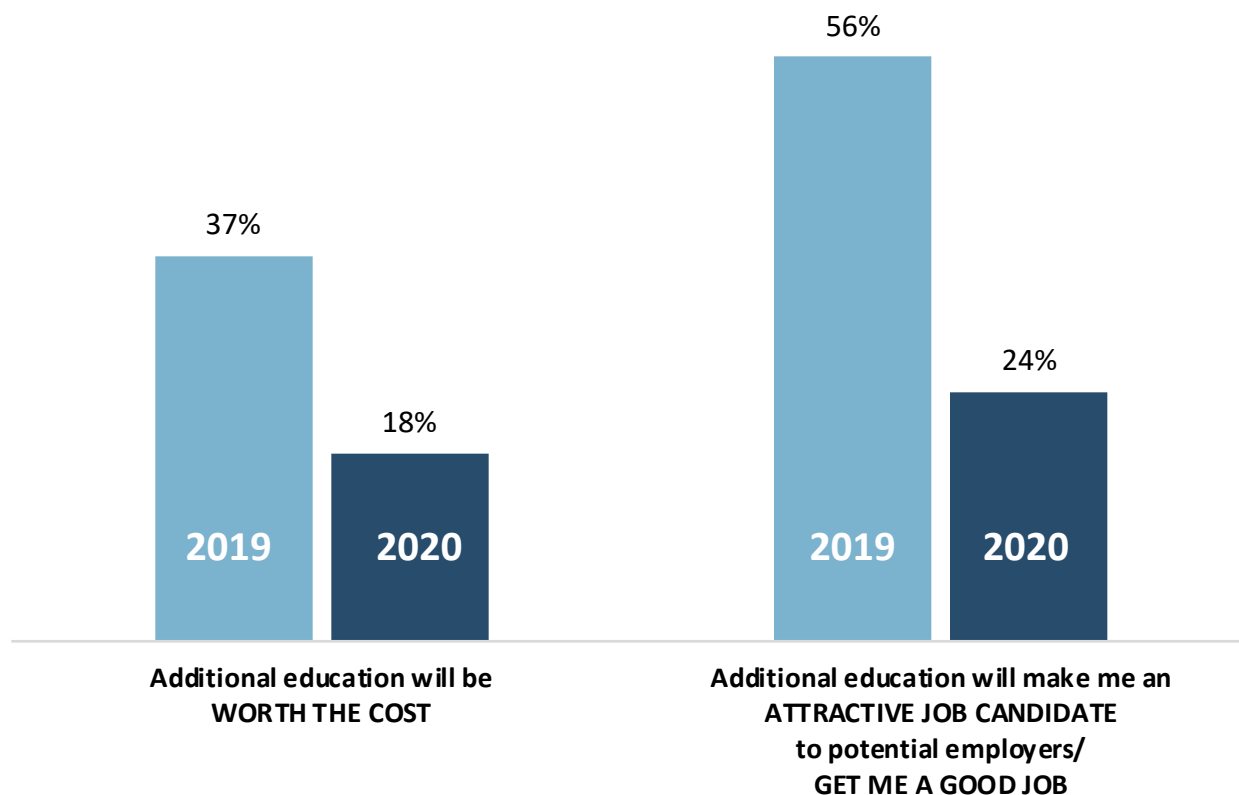
WEAKNESSES/THREATS
STRENGTHS

**2020 MADE ADULTS
LESS CONFIDENT THAT
MORE EDUCATION
WILL PAY OFF.**

A national survey of adults aged 18 and above excluding retirees that was conducted throughout 2020 finds confidence in the value of education fell among aspiring adult learners.

2021 STRATEGIC PLAN

PERCENT OF U.S. ADULTS WHO STRONGLY AGREE WITH THE FOLLOWING STATEMENTS ABOUT THE VALUE OF PURSUING ADDITIONAL EDUCATION 2019 COMPARED TO 2020



2021 STRATEGIC PLAN

STRENGTHS

SYSTEM
MORE PEOPLE WORKING
MORE PRODUCTIVE

WEAKNESSES/ THREATS

SYSTEM
MORE PEOPLE WORKING
MORE PRODUCTIVE

COVID-19

???
WEAKNESSES/THREATS
STRENGTHS

A quick response to
the economic impacts
of COVID created new
opportunities.

COVID-19

???

WEAKNESSES/THREATS

STRENGTHS

LIKE YOU, WE GOT CREATIVE.

Prior to 2020, 94% of services were delivered in person. During the pandemic, 14% were in person. Today we're up to about 30%.

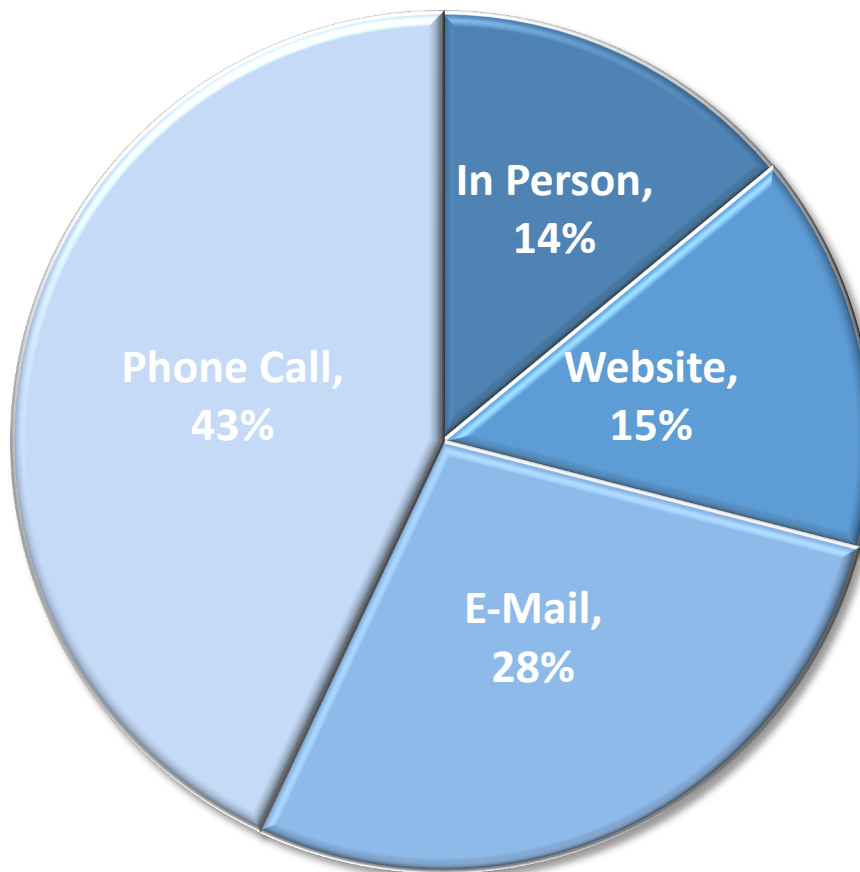
The public workforce system took an average of 5,000 calls every day during the height of the pandemic. This volume was driven by people who needed help accessing unemployment insurance. To serve these citizens, our staff and partners moved fast to provide support through new channels.

We also learned how to host online job fairs. We helped 6,600+ people connect with employers through 1,200 virtual booths at 15 job fairs.

2021 STRATEGIC PLAN

HOW MISSOURIANS ACCESSED JOB CENTERS

2020



Internal department data.

COVID-19

???

WEAKNESSES/THREATS
STRENGTHS

WE ENROLLED MORE DISLOCATED WORKERS IN TRAINING.

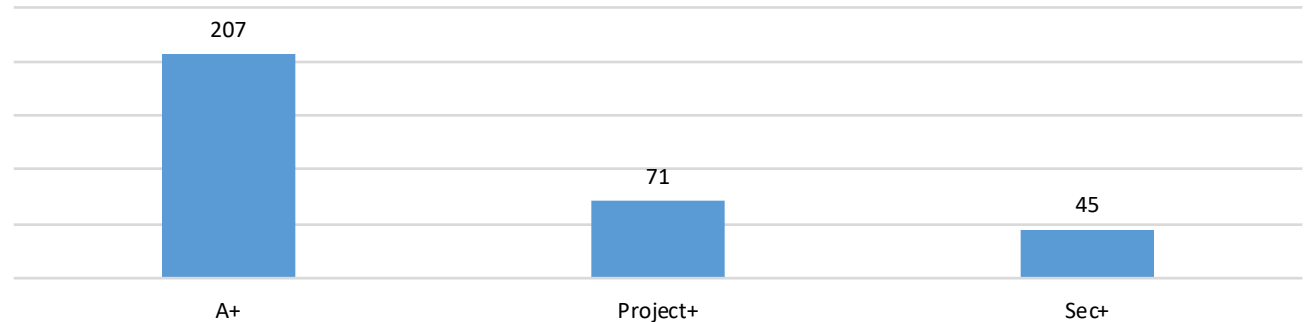
Missouri has had historically low enrollments in Workforce Innovation & Opportunity Act programs.

WIOA supports Missourians who are adversely impacted by changes in employment by providing support in training and job center services to reenter the workforce.

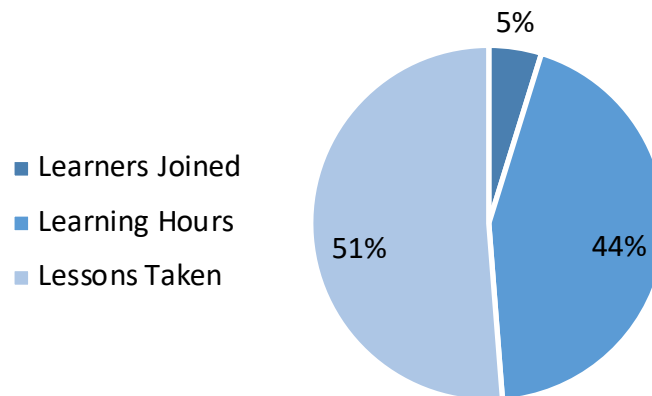
During the pandemic, Missouri saw historic high unemployment and enrolled more citizens into training programs than prior years.

2021 STRATEGIC PLAN

COMPTIA ENROLLMENTS BY COURSE JULY 2020-MAY 2021



COURSERA PARTICIPATION



In June 2020, Missouri entered into a partnership with Coursera to offer more than 3,800 online courses to people who were economically impacted by COVID-19. This resulted in nearly 31,000 hours of learning and 36,045 courses taken.

COVID-19

???

WEAKNESSES/THREATS
STRENGTHS

WE COLLABORATED WITH PARTNERS TO MEET STUDENTS WHERE THEY WERE.

Federal funds provided opportunities to launch pilot programs that delivered services to students in new ways across the state.

Educators, community organizations, and state government came together to problem solve and share best practices. More than 50 people attend a weekly meeting to discuss COVID-19 related topics and issues.

2021 STRATEGIC PLAN

SOCIAL SERVICES ASSISTANCE ON SEVEN CAMPUSES

A member of the Missouri Department of Social Services' Family Support Division Team was on campus one day a week to serve and support the needs of students and staff. Students and staff at the participating colleges were able to apply for food assistance, Medicaid, child care, and temporary assistance benefits.

FIVE COLLEGES RECEIVED CHILD CARE GRANTS

Colleges applied for grants to launch new child care programs or enhance child care services to make life better for parents and their children, and provide learning opportunities for students in early childhood programs.

ACCESS TO THE INTERNET

The Missouri College Access Network partnered with community organizations in Greene County to provide access to affordable internet for educational purposes and developed a technology scaled lease program for students of color and adult learners who were Pell eligible.

PROVIDING MENTAL HEALTH RESOURCES

The Missouri Department of Mental Health joined us in presenting a webinar for educators that focused on student success and mental health. A separate event, specifically for students, was live streamed through the Journey to College Instagram account.



**VERONICA
GIELAZAUSKAS**

Assistant Commissioner
for Performance &
Strategy

2021 STRATEGIC PLAN

WHAT'S NEXT?

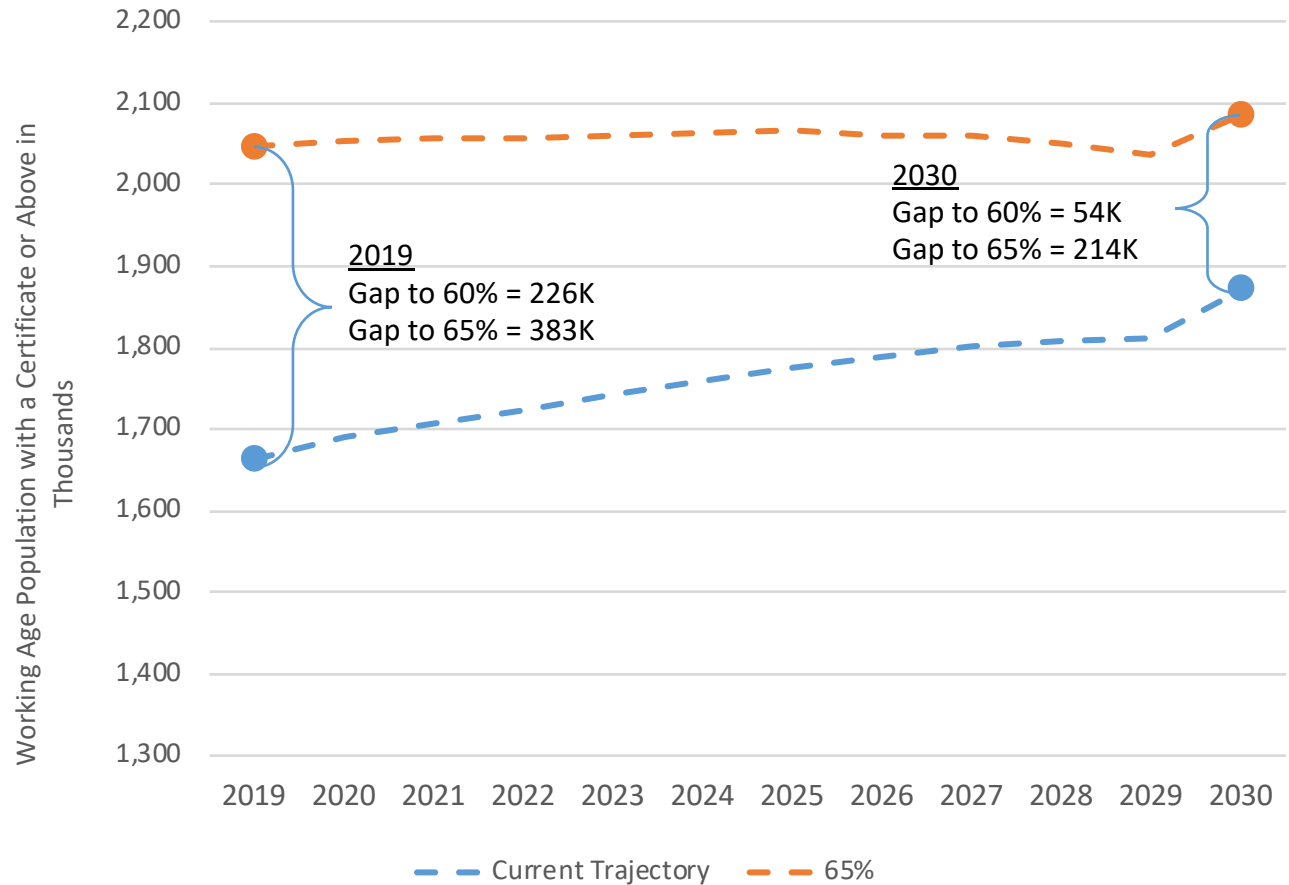
2021 STRATEGIC PLAN

NOW WHAT?

**LOOKING AT
ATTAINMENT GOALS,
WE PROJECTED WHAT
IT WILL TAKE TO
REACH MISSOURI'S
BIG GOAL.**

Projections were based on patterns from the last 20 years. Assuming the same type of growth and opportunities over the next 10 years may be too optimistic.

CLOSING THE GAP



2021 STRATEGIC PLAN

NOW WHAT?

WHAT WILL IT TAKE
TO REACH MISSOURI'S
BIG GOAL.

INCREASE BY 10%

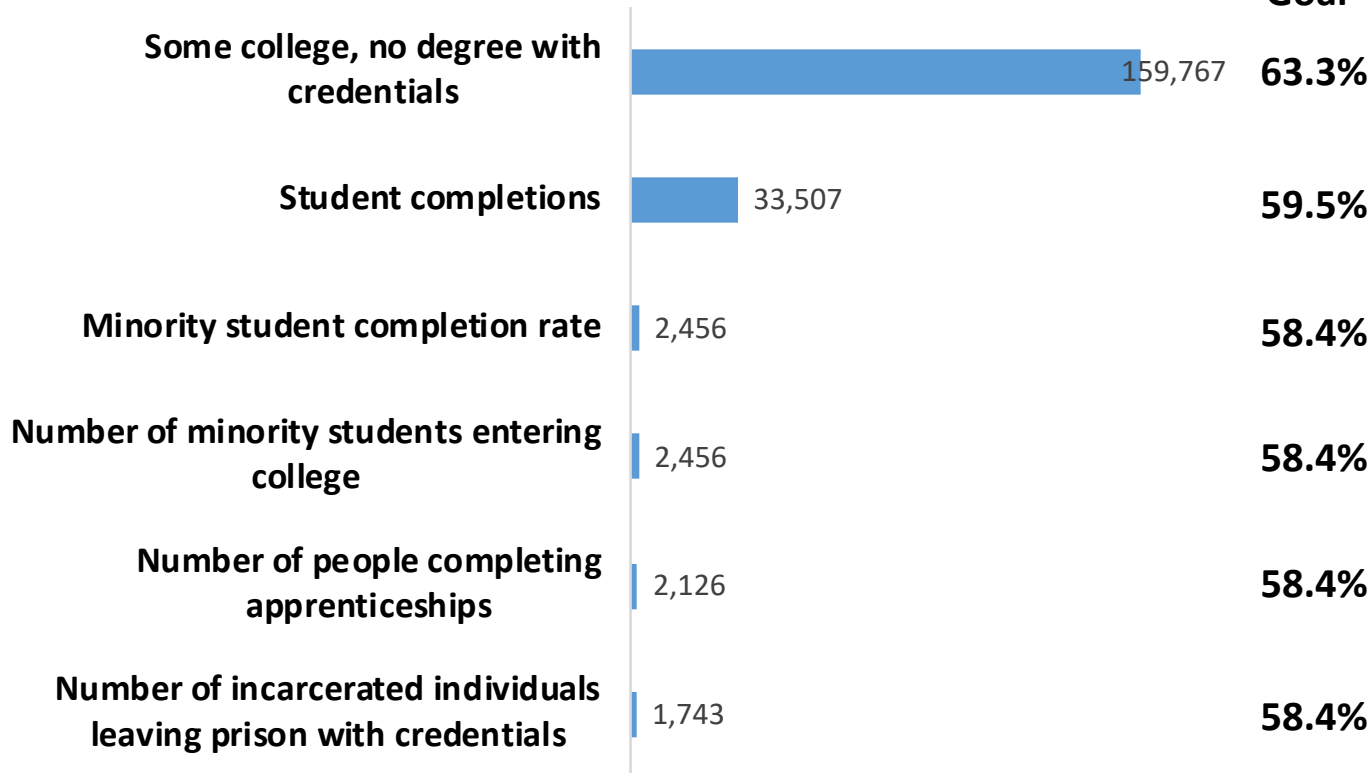
2030

Gap to 60% = 54K

Gap to 65% = 214K

2030

Progress to
Goal



2021 STRATEGIC PLAN

NOW WHAT?

**WHAT WOULD IT
LOOK LIKE TO REACH
MISSOURI'S BIG
GOAL?**

AT 65% OF THE WORKING-AGE POPULATION
WITH A CERTIFICATE OR ABOVE, THERE COULD BE MORE THAN

**200,000 MORE
MISSOURIANS**

WHO ARE

- **LIKELY TO MAKE MORE MONEY**
- **MORE PRODUCTIVE**
- **LESS LIKELY TO BE UNEMPLOYED**
- **VOLUNTEERS**
- **HEALTHIER**
- **LESS LIKELY TO BE INCARCERATED**



ZORA MULLIGAN

Commissioner of
Higher Education

2021 STRATEGIC PLAN

OPPORTUNITIES

- 1. Increase access to and success in short-term credential programs and apprenticeships**
- 2. Bring a more diverse population into postsecondary programs, with a focus on age and race**
- 3. Increase all students' success**
- 4. Get better at getting people good jobs through engagement with Job Centers**
- 5. Keep working on making DHEWD the best place to work**



JIMMY CLARKE
Senior Director of
State Policy
HCM Strategists

2021 STRATEGIC PLAN

Reflections and Conversation



JIMMY CLARKE
Senior Director of
State Policy
HCM Strategists

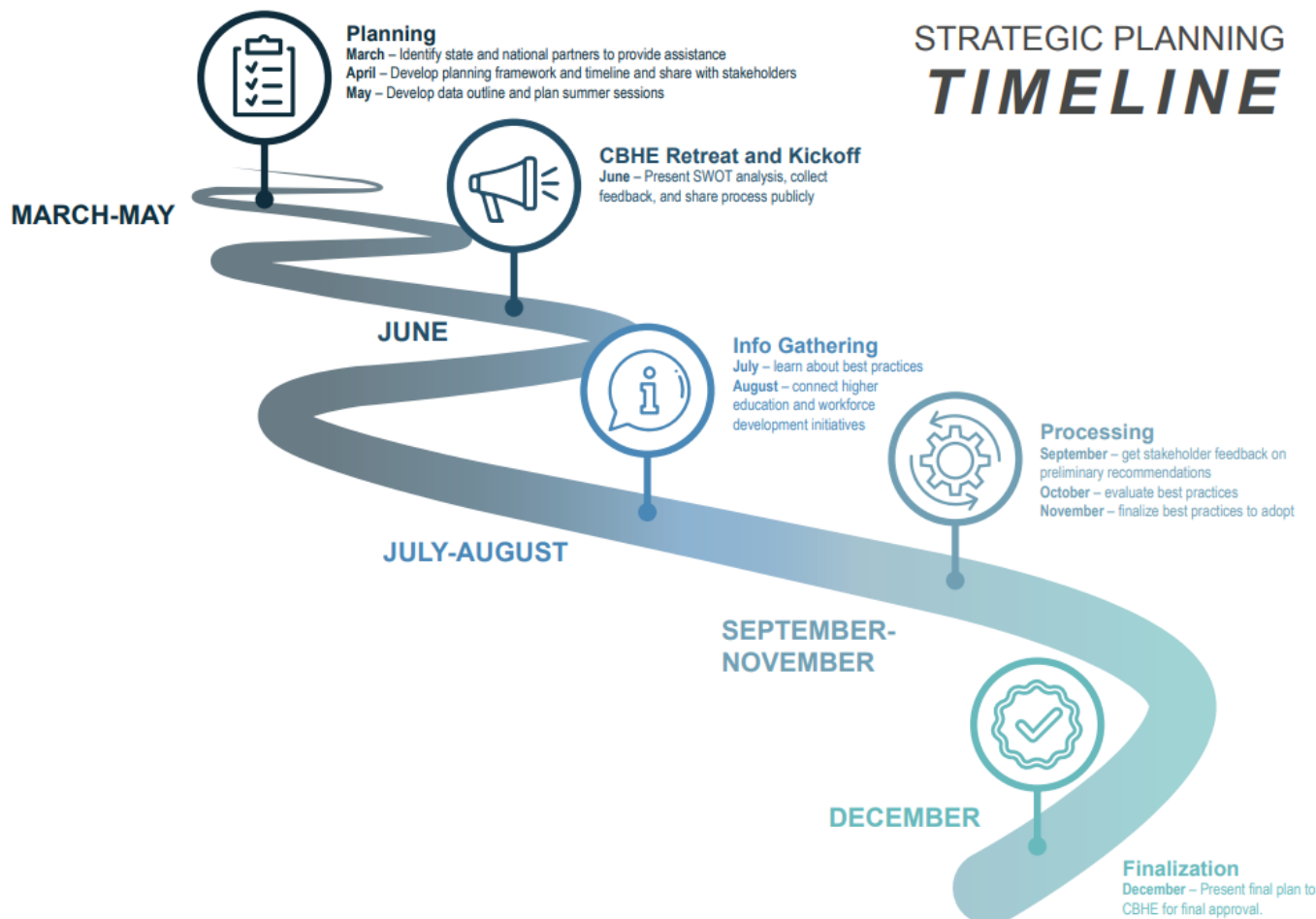
Follow Along

Sign up to receive updates at
<https://dhewd.mo.gov/strategicplan.php>

@MODHEWD

2021 STRATEGIC PLAN

NEXT STEPS





ZORA MULLIGAN

Commissioner of
Higher Education

2021 STRATEGIC PLAN

DESIRED END POINT OF PLANNING PROCESS

We have a small number – one or two – big goals.

We understand the numbers we need to hit to achieve our goals.

We have identified initiatives that will move us toward our goals and estimated the impact of those initiatives.

The DHEWD team:

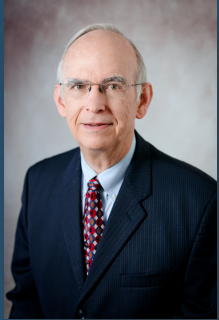
- Understands and embraces our goals
- Believes they are essential to achieving our goals
- Has the tools they need to succeed
- Gets recognized for their contributions toward our goals
- Tracks department and office progress using a shared dashboard

Our partners:

- Understand and embrace our goals
- Have been engaged in identifying initiatives
- Are eager to work with us and each other to implement the initiatives that will be most impactful at their organizations
- See their independent work as contributing to state goals
- Are recognized and rewarded for success

We stay connected to workforce needs by:

- Partnering with employers and employer groups
- Developing initiatives to increase overall attainment and in high-demand occupations



Joe Cornelison

Chair

Coordinating Board for
Higher Education

2021 STRATEGIC PLAN

THANKS TO THE TEAM FOR ALL YOUR WORK ON THIS.



Staff from every office helped gather and present data for this kickoff. We celebrated with a Data Luau.

2021 STRATEGIC PLAN

NEXT MEETINGS



Joe Cornelison

Chair

Coordinating Board for
Higher Education

Today	12:30 p.m.	Online	CBHE work session
Tomorrow	9:00 a.m.-12:00 p.m.	Online	Regular CBHE meeting
July 20	1:00-3:00 p.m.	Online	Strategic plan will be primary agenda item
Aug. 17	1:00-3:00 p.m.	Online	Strategic plan will be primary agenda item
Sept. 14-15	Regular board meeting schedule and format Location TBD All are welcome at the work session. Commissioner's Advisory Group members are encouraged to attend the portion of the work session that will include discussion on the strategic plan if possible. We will also receive an update on the strategic plan during Wednesday's regular meeting.		
Oct. 19	1:00-2:00 p.m.	Online	Strategic plan will be primary agenda item
Dec. 7-8	Regular board meeting schedule and format Location TBD All are welcome at the work session. Commissioner's Advisory Group members are encouraged to attend the portion of the work session that will include discussion on the strategic plan if possible. We plan to finalize the strategic plan during Wednesday's regular meeting.		

2021 STRATEGIC PLAN

THANK YOU